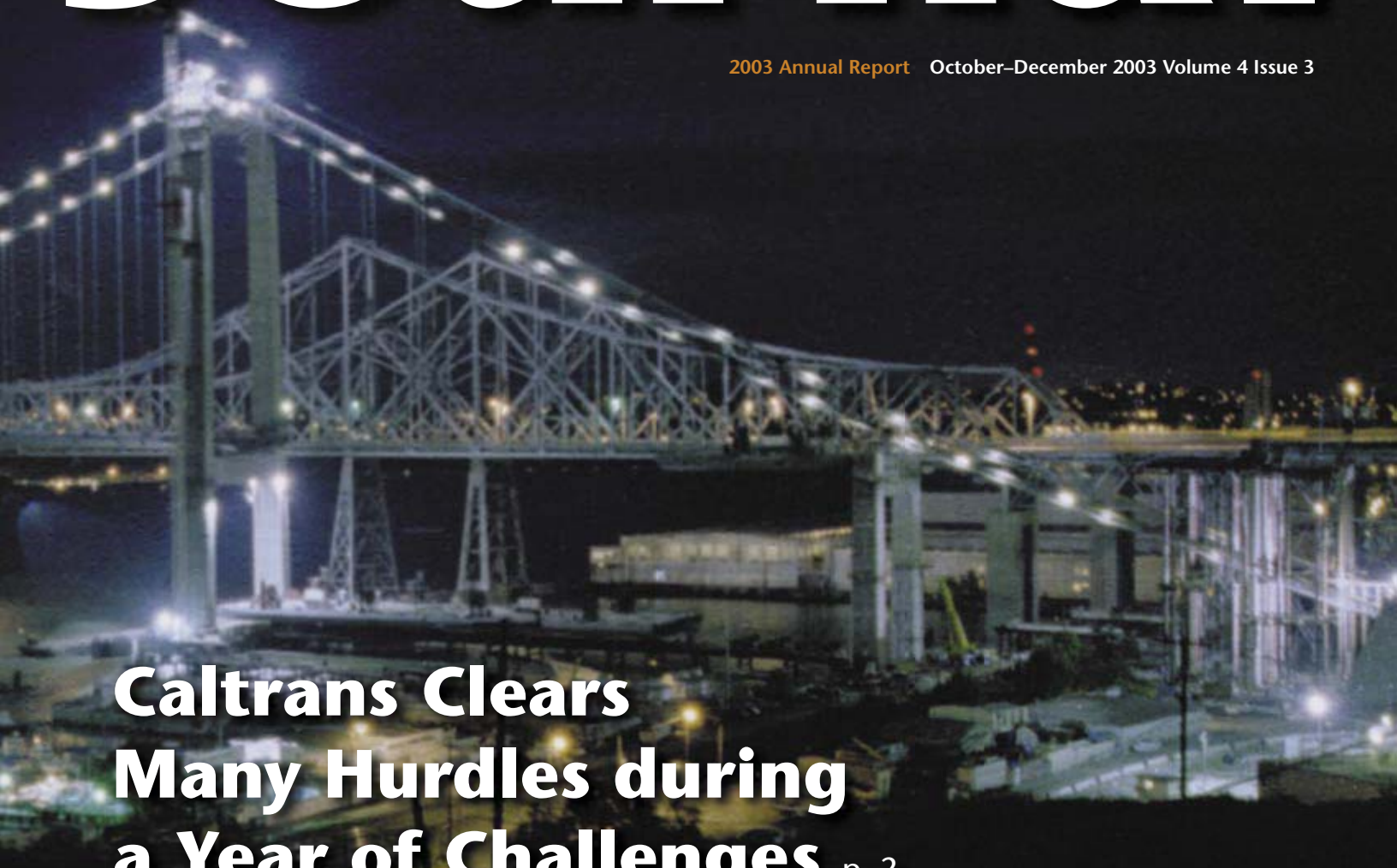
CALIFORNIA DEPARTMENT OF TRANSPORTATION

Journal

2003 Annual Report October–December 2003 Volume 4 Issue 3



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Caltrans

Gray Davis
Governor

Maria Contreras-Sweet
Secretary of the Business, Transportation and Housing Agency

Jeff Morales
Director of the California Department of Transportation (Caltrans)

Dennis Trujillo
Deputy Director, External Affairs

John Robin Witt
Editor

Photography
Caltrans

Art Direction/Design
Wallrich Landi Integrated Marketing Communications

Printing
Office of State Publishing

Cover Photo
Bill Hall

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Caltrans Public Affairs Office
Mail Stop 49
1120 N Street, Room 1200
Sacramento, CA 95814

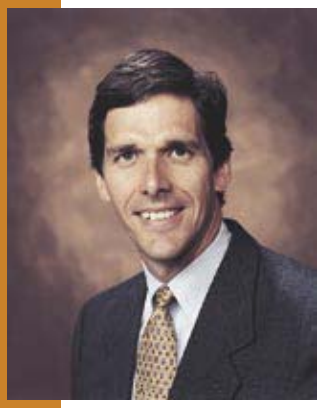
(916) 654-5782
(916) 654-4108

Welcome from the Director

Throughout the pages of the Annual Report, you will read the story of the California Department of Transportation's response to the challenges that arose during Fiscal Year 2002-03. Despite the considerable obstacles set before us, the commitment and spirit of the men and women who make up Caltrans continued to shine — with results that should make us proud during any year, let alone this one.

By June 30, 2003, the Department had underway some 600 highway construction improvements valued at approximately $6.7 billion, and another $3 billion invested in growing passenger rail and mass transportation initiatives. By any standard, that is a remarkable output and a significant step forward for the commuters and commercial and recreational travelers in this state.

In these pages, you can learn about the innovations, the successes and the daily triumphs of the 23 000 employees who worked during the year to improve mobility across California and who continued the Caltrans tradition as the model for state departments of transportation across the nation.



Jeff Morales

The Department's employees worked to make the state transportation system the safest, most advanced, efficient and multi-modal in the country — from the foggy north coast of Eureka to sunny San Diego, and everywhere in between.

The following pages chronicle a year in the life of the California Department of Transportation. The Annual Report tells of highway openings, of new carpool lanes, expansions in rail and transit and innovative programs that made us all more effective in improving mobility across California.

But, beyond that, it relates the story of those who build, maintain, operate and otherwise support California's vast, multi-modal transportation system. And it is a tribute to their response to challenges that could easily have made lesser men and women stumble and fall.

Overall, the year has been both challenging and successful. And the California Department of Transportation expects to build upon the accomplishments of the year and looks forward to even greater successes in the future.

Jeff Morales

CALIFORNIA DEPARTMENT OF TRANSPORTATION

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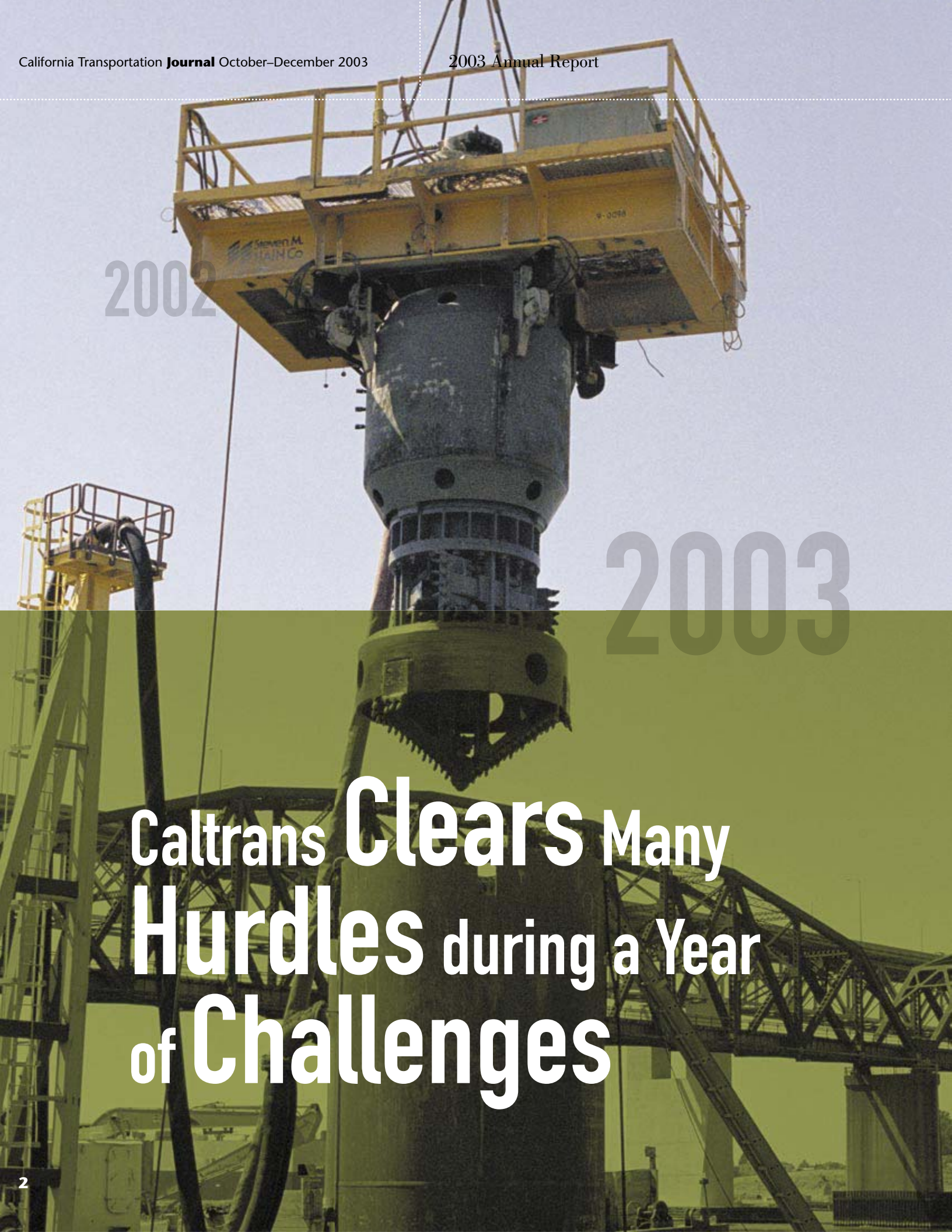
OCTOBER–DECEMBER 2003 • VOLUME 4 • ISSUE 3



Caltrans Clears Many Hurdles during a Year of Challenges

The year presented Caltrans with its share of challenges. However, employees rose to the occasion. Mindful of their mission "to improve mobility across California," Caltrans employees delivered 574 projects valued at $2.6 billion, and continued work on $7 billion in highway projects and $3 billion in rail and transit.

Some 23 000 employees from functions as diverse as accounting and transportation programming contributed in myriad ways to reach a common goal. Each employee understood clearly that Caltrans needed to continue its historic mission of building, operating and maintaining the state's multi-modal transportation system, as well as to accomplish that mission in the most cost-effective way possible.

The Division of Transportation Programming served as a link for other divisions involved in the project delivery process, and it helped to keep track of the $10 billion State Transportation Improvement Program (STIP) and its 1600 projects.

To further that process, the Division of Construction managed record levels of construction, and put into place new procedures and policies to help in resolving disputes with building contractors. The Division's increased use of review boards helped Caltrans and contractors to move ahead quickly to deliver vital transportation improvements.

The Division of Project Management allocated some 10 500 personnel years and $1.2 billion to divisions and districts for capital outlay support.

The Division of Design focused on improving its practices in order to expedite project delivery, including an update of the "Project Delivery Toolbox and Design Sequencing Guidelines," which provided pointers of moving projects along before 100 percent of design plans have been completed.

Meanwhile, the Division of Engineering Services did its part by awarding 482 contracts worth $1.4 billion, including two seismic safety projects on the San Francisco Oakland Bay Bridge (SFOBB) East. And the Division of Innovative Finance worked with the U.S. Department of Transportation to obtain a $450 million federal loan for the SFOBB's East Span, the last piece of the financial puzzle for that structure.

As part of its commitment to bridge building, the Division of Environmental Analysis cleared away the underbrush of environmental requirements that must be addressed before projects can be completed. In one of its most talked about accomplishments, the Division worked on an innovative "bubble tree," which was designed to protect fish and other aquatic wildlife during construction of the Benicia-Martinez Bridge.

The Division of Equipment created another environmental milestone with its continued implementation of the "greening of the fleet" initiative, which focused on cleaner fuels and engines in Caltrans' vast equipment fleet.

Working with local and regional transportation officials, the Division of Local Assistance oversaw more than 5000 active projects and authorized over 1000 new projects a year. It also managed more than $1 billion in federal and state programs on behalf of cities, counties and regional agencies.

Caltrans not only builds projects but maintains them too. For example, the Division of Maintenance managed the $4 billion State Highway Operations and Protection Program (SHOPP). During the year, the Division awarded 39 SHOPP projects worth more than $128 million to rehabilitate or repair in excess of 265 bridges.

The Department also took multi-modal transportation seriously. The Division of Mass Transportation, for example, worked with other agencies to secure $152 million for the new Bay Area Rapid Transit (BART) extension to the San Francisco International Airport.

continued

The Division of Rail managed two state-supported routes, which Amtrak operates. The Pacific Surfliner route, which runs between San Diego and San Luis Obispo, is now the second busiest passenger route in the country. The San Joaquin corridor, which operates between Bakersfield in the south and Sacramento and Oakland in the north, is among the five most popular routes in the country.

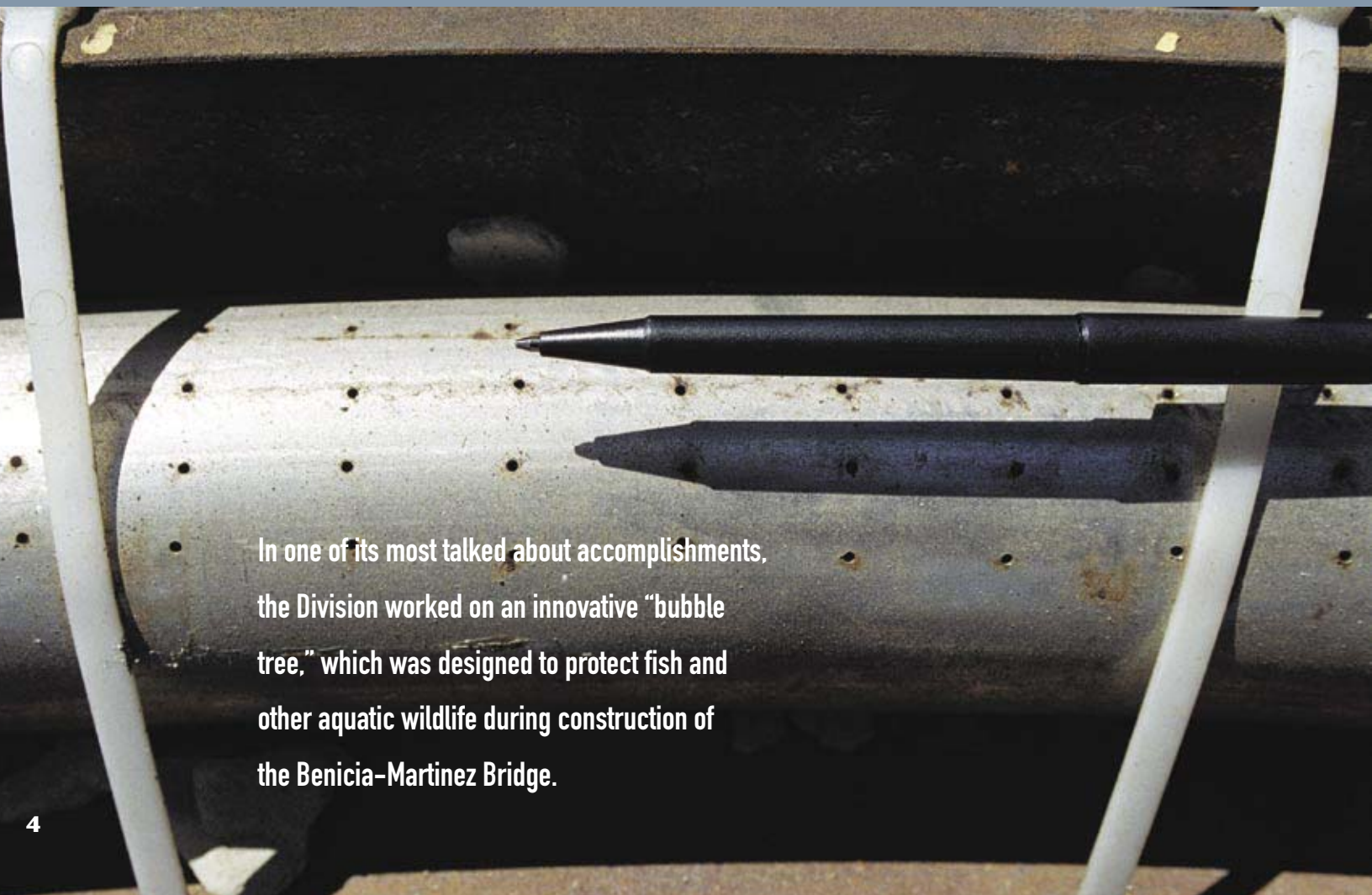
In other innovative programs, the Division of Accounting accepted the Automated Toll Collecting and Accounting System, better known as FasTrak, the electronic toll collection system that has been under development for a number of years. As a result, FasTrak is now operational on all seven state-owned toll bridges, which saves motorists time and prevents congestion on their daily commutes.

Another electronic advancement came from the divisions that make up Headquarters Information Technology, which put into place a new and more efficient time reporting system. The Transportation Operations and Project Support System (TOPPS) allowed approximately 18 000 employees to move from paper timesheets to an online system.

Security and Operation Recovery, a stand-alone unit that was created this year, took on the mission of protecting the Department's information assets, putting safeguards in place and working to ensure the integrity, confidentiality and availability of those assets.

Caltrans worked on another public safety front. The Division of Traffic Operations used Changeable Message Signs (CMS) to display Amber Alert messages, which created a faster, more effective method of broadcasting child abduction information.

Under the leadership of the Division of Business, Facilities, Asset Management and Security, the Department moved ahead on a $325 million plan to replace three major office



In one of its most talked about accomplishments, the Division worked on an innovative "bubble tree," which was designed to protect fish and other aquatic wildlife during construction of the Benicia–Martinez Bridge.

buildings (thereby adding more than 1.1 million square feet of office space). The Division also executed 11 office leases for 253 649 square feet of work space.

In this challenging year of fiscal uncertainty, the Division of Budgets kept Caltrans policy makers aware of the situation of the State Highway Account, and helped to identify money-saving strategies that would make maximum use of available funds.

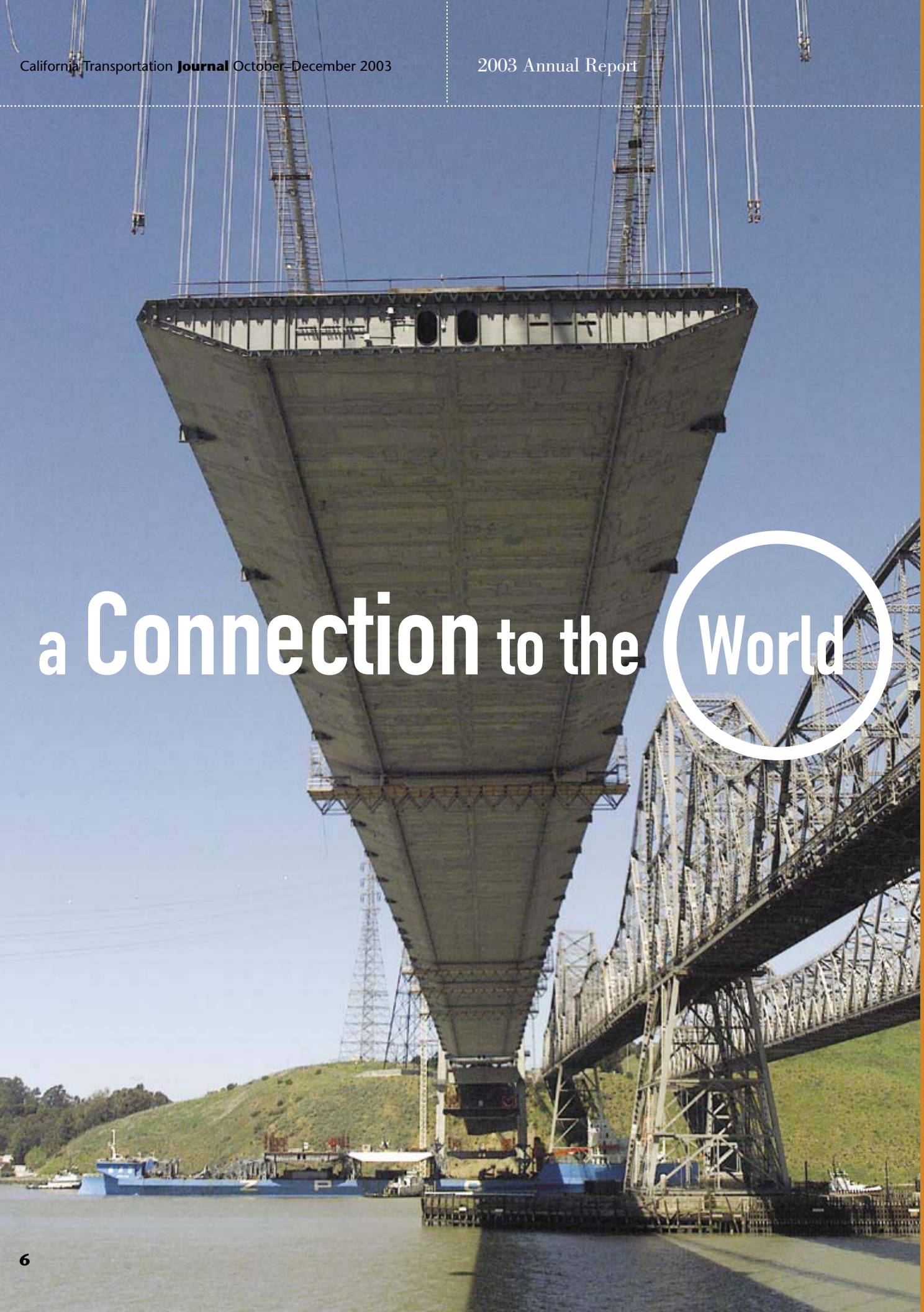
With an eye to multi-modal transportation, the Division of Research and Innovation worked with partners to develop a "smart transportation system" in San Luis Obispo. The effort resulted in a bus system that helps to solve transit problems in small urban and rural transit agencies, an idea that won state and national recognition for Caltrans, San Luis Obispo and Cal Poly State University at SLO.

And, looking to the future, the Division of Transportation Planning worked with other public and private decision-makers to develop the California Transportation Plan, a long-range blueprint to guide statewide transportation decisions well into the 21st century.

In addition, the Department has four other stand-alone offices: Legal, Audits and Investigations, Civil Rights and External Affairs.

Audits and Investigations completed more than 600 assignments during the year, while Civil Rights worked to ensure that small businesses and enterprises owned by disabled veterans were able to compete for Caltrans contracts. Both programs exceeded the Department's goals for participation by such businesses.

In its role as attorney for the Department, Legal resolved about 270 tort cases, which represented $1.3 billion in claims. The office won about two-thirds of those cases outright, which resulted in no payments.



a Connection to the World

Carquinez Bridge

By Bart Ney | Public Information Manager | New Carquinez Bridge

The new Carquinez Bridge, along with a sister span built in 1958, will soon soar across the powerful currents of the Carquinez Strait, providing motorists with a new, convenient and earthquake resistant span connecting the San Francisco Bay Area to the Sacramento Valley and beyond. Although it opens this autumn, it represents many seasons worth of vision, planning, design and construction. This is its story.

When the Loma Prieta and Northridge earthquakes rocked California in 1989 and 1994, their tremors also shook state transportation planners into a renewed sense of purpose and action. The California Department of Transportation immediately began speeding the pace of its efforts to create a seismic retrofit program evaluating state and local bridges for structural integrity.

Among those examined were two steel cantilever bridges over the Carquinez Strait. Evaluations showed that the eastern bridge, built in 1958, would need substantial structural reinforcing and seismic upgrading. The original western bridge, constructed in 1927, could not be retrofitted or expanded efficiently. It required replacement.

In a stroke of good fortune, voters had approved a 1988 ballot measure that would fund the new bridge. Regional Measure 1 authorized a standard $1 toll on all seven Bay Area toll bridges and specified nine eligible projects. One was the replacement of the western span of the Carquinez Bridge.

The first step was to evaluate four options and select a design. The Department's first option was a steel cantilever structure similar to the existing bridges. While popular with the public, it would be expensive to maintain. Another possibility was a double arch, which could be built more quickly than other options, but was more dangerous to construct. Cable stay bridges, resembling

continued

The bridge would be the first major new suspension bridge in the United States since the second Chesapeake Bay Bridge in 1973 and the longest since the Verrazano Narrows Bridge in New York opened in 1964.

harps, were another option becoming popular around the world. However, the three options eventually gave way to the catenary main cable suspension bridge, similar to those on the Golden Gate and San Francisco Oakland Bay bridges.

A main cable suspension bridge would span a greater distance without requiring a center tower. It would be safer, more economical and elegant. The bridge would be the first major new suspension bridge in the United States since the second Chesapeake Bay Bridge in 1973 and the longest since the Verrazano Narrows Bridge in New York opened in 1964. Parsons Transportation Group (including DeLeuw Cather and Steinman) and OPAC from San Francisco would design the bridge. But Caltrans would have overall supervision.

Work Begins

Before Caltrans could break ground, it needed to take care of a number of nuts and bolts issues. Caltrans completed the draft Environmental Impact Report in January 1997. The Department soon hired Moore Iacofano Goltsman, Inc., (MIG) to hold public workshops and provide public information.

Throughout the entire construction effort, the Caltrans Public Information Office met monthly with the Carquinez Bridge Community Advisory Committee. Formed by local officials, the group of concerned citizens monitored the project and brought questions, complaints and suggestions directly to Caltrans. To allay public concerns,

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a Legacy in Iron and Steel

By Bart Ney, New Carquinez Bridge, Public Information Manager

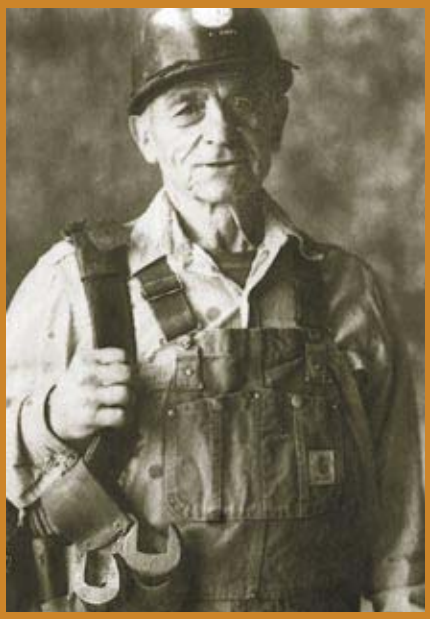
The third bridge built to speed traffic over the fast moving Carquinez Strait will also carry the name of Bay Area bridge-building legend Alfred Zampa. During his long career, he helped construct most of the major Bay Area bridges including the existing Carquinez, Benicia-Martinez, Richmond-San Rafael, San Francisco Oakland Bay and Golden Gate bridges.

Alfred Zampa was born March 12, 1905, in Selby, California, approximately a mile west of where the first Carquinez Bridge would be constructed in 1927. He was the eldest son of Emilio and Maria Zampa, Italian immigrants who came to the United States from Abruzzi, Italy. Emilio settled his family in the small town of Tormey and worked in the American Smelting and Refining Company's lead smelting facility in neighboring Selby.

Al was the first member of his family to graduate from high school. Not wanting to take the common path of refinery work so prominent in the area where he grew up, Al went into business and established his own meat market. Then in 1924 at age 19, he made a decision that would chart his life's course. Construction had begun on a steel cantilever bridge over the Carquinez Strait that would connect the towns of Vallejo and Crockett for the first time. The American Toll Bridge company needed workers, and Al decided to give bridge building a try.

Despite his father's warning that "bridge building is work for desperate men," Zampa saw the project through to completion in May 1927 and then stayed with American Toll Bridge to work on projects in Stockton, Arizona and Texas. He returned to the Bay Area in the early 1930s to play a part in the bridge-building drama that would produce two of the state's landmark bridges, the Bay Bridge and the Golden Gate Bridge.

Zampa began work on the Bay Bridge, which in its day had the deepest pier in the world. He moved on to the Golden Gate Bridge project where engineer Joseph Strauss was making innovations in worker safety. One



of them was a safety net hung beneath the workers. On October 20, 1936, Zampa was jumping across a beam and landed wrong. He fell into the net but the mesh sagged and he struck the cliffs on the Marin side of the bridge. He broke four vertebrae in his back and as a result spent three months in St. Luke's Hospital in San Francisco.

He also became a bit of a celebrity. After his fall Zampa became a member of a very exclusive group, joining 18 other workers saved by Strauss' net who formed the "Halfway to Hell Club." Ripley's "Believe It or Not" acknowledged them for having survived — these men were the lucky ones. Eleven other workers died constructing the Golden Gate Bridge.

As soon as Al Zampa was released from the hospital, he went back out to the bridge and climbed it to prove to himself and any doubters that he could still work high steel. Although he still had the nerve, Zampa spent years in recuperation after being released from the hospital. During those years he joined some friends in creating a

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youth baseball league for local children in the area where he lived. Zampa was a fierce competitor and he drove his players hard while teaching them the value of teamwork.

Zampa was able to return to the trade full time, initially working on skyscrapers and other ironworking endeavors around the Bay. Then in the mid-1950s he returned to the Carquinez Strait to work on the second Carquinez Bridge. This time he brought his two sons Richard (Dick) and Gene with him. Having the opportunity to work alongside his children made building the second Carquinez Bridge his most rewarding job. In 1970 at 65 years old Al Zampa retired as a union ironworker, but his story was not over.

The Bay Bridge and the Golden Gate Bridge both celebrated their 50th anniversaries in the late 1980s. Zampa became a spokesman for the ironworkers during this time, attending celebrations and ceremonies and giving interviews to those who were interested. In 1987 "The Ace," a play about his life, opened at Fort Mason in San Francisco.

In the late 1990s Caltrans began planning and designing a replacement for the original Carquinez Bridge, and the Department opened a public information office in the town of Crockett to communicate with the local communities. Zampa visited the office with family members telling stories of his bridge building experiences. He attended the groundbreaking for the new bridge on March 3, 2000. Six weeks later on April 23, 2000, Zampa died at the age of 95.

On September 12, 2000, the Secretary of the State filed Senate Concurrent Resolution No. 97, which designated that the new Carquinez Bridge would be the Alfred Zampa Memorial Bridge in recognition of a man who dedicated his life to building bridges.

Legacy

Caltrans provided experts in noise, air monitoring, traffic engineering and bridge building to clarify issues and solve problems. By working together, the group was able to build support for the bridge and create a sense of community pride.

Then Flatiron Construction, Inc., (FCI) of Boulder, Colorado, and Cleveland Bridge from the United Kingdom were awarded the contract. FCI would handle the civil works (foundations, towers, anchorages and retaining walls), while Cleveland Bridge would take care of the steelwork operations (cable placement and deck erection).

The ground-breaking ceremony on March 3, 2000, included state and local officials, the two contracting companies and others. Significantly, one participant was 95-year-old Alfred Zampa, who had helped build the two existing Carquinez bridges, along with the SFO Bay and Golden Gate bridges (see accompanying story). Although he died six weeks after the ceremony, his name will be remembered through the Al Zampa Memorial Bridge.

A Rocky Challenge

Challenges arose almost immediately concerning the bridge's very foundations, huge towers consisting of steel rebar-reinforced piles that fit into sockets in the rock many feet below. The piles on the Vallejo side went in relatively easily. The piles on the Crockett side did not. The problem was clear enough. The socket walls on the Crockett side were crumbling. Crews could not drill and pour concrete before the material would cave in.

The solution was ingenious. Engineers obtained a special instrument from Germany that allowed them to drill downward in 25-foot increments. They poured in a wide section of concrete and allowed it to dry. Once the material had cured, engineers made a narrower bore through the concrete, creating a sleeve into which the piles could be inserted. One major problem solved.

An Elegant Solution

Meanwhile, crews began constructing anchorages on either side of the strait. The Crockett anchorage would be a monolithic structure rising almost 60 feet above ground, dwarfing buildings in the nearby town. The Vallejo anchorage was situated in bedrock. The anchorage in Crockett was in wetlands that had been filled for the 1950s-era bridge, and it required 380 piles, some 24 inches thick, to be driven about 120 feet into the mud.

The real challenge was placing the formwork around the towers to achieve the distinctive tapered design that provides structural support. Instead of vertical legs, the Carquinez Bridge towers form an elongated "A" shape. This elegant structural solution gives the bridge a streamlined look and distinguishes it from other bridges in the Bay Area.

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Caltrans imported a staggering 13 000 miles of cable to be used on the Carquinez Bridge.

The 600-ton bridge deck sections needed to be lifted into place.

Bridging
the Carquinez Strait

By Greg Bayol, Chief, Toll Bridge Restoration Documentation

Bridges are often used as metaphors for any number of milestones. On May 21, 1927, the United States built a bridge to Europe when Charles Lindbergh landed at Le Bourget field in Paris. At almost the same moment, the Carquinez Bridge opened to traffic linking California's Central Valley to the urban and industrial central Bay Area. The new bridge was touted as being the world's largest highway bridge and, as Lindbergh's feat had elements of danger, so the Carquinez span opening overcame fears and predictions of failure.

The new bridge was purely a business venture by two Vallejo grocers, Aven J. Hanford and Oscar H. Klatt. They started with ferry service in 1918 when the auto had yet to become the primary transportation mode in the state. While that was quickly changing, Hanford and Klatt formed the American Toll Bridge Company of California in 1923 with the purpose of building a bridge between Crockett and Vallejo. Once the project was underway, the adjacent counties invested in the highways approaching the bridge.

Four years after starting work, the $8 million bridge was complete. The builders charged 75 cents per car, 25 cents for each animal and 15 cents for each passenger — a fairly hefty sum for those years that was reduced to 60 cents per car and 10 cents per passenger by the mid-1930s. Shortly after the bridge opened, the state declared a policy that toll bridges on state highways should be owned and operated by the state. In 1940, California purchased the Carquinez and Antioch bridges for just under $6 million. Tolls were reduced to 30 cents per car and no extra charge for up to four passengers. Tolls were eliminated in August 1945 after the original bonds were retired. When the new parallel span was opened to traffic in 1958 at a cost of $38 million, the tolls were reinstated. Today, about 19 million vehicles cross the Carquinez Bridge each year producing more than $23 million in tolls.

In the 1970s this old workhorse had to be closed for repairs and strengthening. Once the new bridge is opened, work can start on dismantling the historic structure.

In the 1970s this old workhorse had to be closed for repairs and strengthening. Once the new bridge is opened, work can start on dismantling the historic structure.

The Tower 2 (T2) team worked competitively to catch up with the T3 team. Learning from the friendly competition, the ironworkers on T2 slowly closed the gap — never completely, but still finishing only a week behind. After pouring nearly 6000 metric tons of concrete, the teams had put the towers in place. And as the civil work wound down, new personnel arrived to start planning the steelwork phase.

Borrowing from the Past

Taking a page from John Roebling, who built the Brooklyn Bridge 120 years ago, Carquinez engineers employed a technique known as "cable spinning." By spinning lines together, they eventually formed the strands that ultimately made up the main cable. Caltrans imported 13 000 miles of cable wires from England to be placed above the Carquinez Strait. Each wire is 5 millimeters thick and strong enough to support a Volkswagen. A total of 232 wires make up each strand with 37 strands (or 8584 wires) to a main cable.

The around-the-clock spinning operation generated an unexpected flood of television and newspaper coverage, and tour requests (both from the public and Caltrans employees) rose rapidly. In two years, thousands visited the site.

With the main cable in place, workers began placing orthotropic box girders to support the bridge's roadway. Other bridges use a system of trusses to support the road, but the orthotropic box girder is lighter and leaves a hollow, enclosed area inside the deck to accommodate maintenance and utility lines. Walking inside the girders, a person could travel from Vallejo to Crockett. More importantly, the new deck accommodates three lanes of traffic, one carpool lane, 10-foot shoulders and a bike and pedestrian lane facing San Pablo Bay.

The bridge's roadbed is made up of 24 individual sections, each tested to fit before being shipped to America. The Chinese transport ships, which spent three weeks traveling to California, each carried eight sections. The sections, welded to steel plates, were lifted directly off the ships and into place on the bridge where they were fashioned together like giant puzzle pieces. However, another challenge remained. Because the existing bridges were so close together, a gantry could not be constructed efficiently on top of the main cables to lift the sections into place. The bridge needed a new solution.

The innovation, called "strand jacking," had never before been done on this scale. A strand jack used wedges to grab steel cables and pull them vertically through the device. It worked somewhat like climbing a rope in gym class. One wedge held the strands in place while the other pulled the strands down and passed them on.

A "coiler," attached to the strand jack, coiled the steel strands back into a circle preventing them from spilling onto the deck after they passed through the jack. The strand jacks were placed at the corners of the individual deck sections and the strands were temporarily fastened to the main cables of the bridge. The jacks were computer-controlled to keep the deck section level as it was lifted into place on the bridge. It took an average of four hours to lift one unit into place and transfer the load from the jacks to the permanent suspender cables.

Vertical lifts of the 600-ton sections are relatively straightforward. However, the challenge came when the transport ship could not maneuver directly under the area where a deck section needed to be placed. In the center of the strait, the existing bridges' pier blocked the area underneath the new suspension bridge. Sections in the middle needed to be lifted as close to the center as possible. Attached cables then pulled them into place.

An Etch-a-Sketch Solution

The shorelines presented other concerns. On the Vallejo side, the water was too shallow to allow the transport on the north side of T3. Sections had to be lifted off of the ship and onto a smaller barge that could fit in the area, from which they were lifted diagonally on to the structure. The process was as tricky as attempting to draw a diagonal line with an Etch-a-Sketch children's toy. On the Crockett side, an existing trestle left no room for a vessel in the area. Because the tower legs tapered, they were wider at the base than at the deck level. The transport ship would come right next to the tower and the sections were lifted and swung through the legs of T2 and landed on the trestle.

Moving 'Blue Whales'

Lifting one deck section was the rough equivalent of moving the mass of six blue whales, the largest mammals on the planet. However, with the deck sections in place, the main cable was pulled down into its final geometry and its protective covering installed. The "cover" is actually a three-millimeter wire wrapped around the cable in a tight radial weave, then coated with zinc-based paste to retard corrosion.

As if this were not enough, C.C. Myers crews simultaneously began constructing a new concrete interchange in Crockett, which would allow access to the town. The interchange would connect the bridge with Interstate 80 on the south side of the strait.

Making Connections

As the work nears completion, and the remarkable technical solutions have been documented, we're reminded that bridge building is essentially about "connections." The new Carquinez Bridge will provide a safe freeway connection along Interstate 80, linking people, goods and services between the Bay Area and the rest of the world. It will permit bicycles and pedestrians from Solano and Contra Costa counties to connect for the first time. And it has allowed various cultures from all over the world to connect and share their knowledge and expertise with one another.

And through an exercise in listening, patience and "good neighbor-ism," the new bridge has allowed a small community to connect with a large state department. In the town of Crockett, new banners hang from light poles lining the main streets. The banners read, "Crockett, California, History & Tradition." In the center of the banner is the image of a suspension bridge surrounded by the words "Alfred Zampa Memorial Bridge."

A California sunrise greets the emerging new span at the Carquinez Strait.

Bridging Cultures Across the Carquinez Strait

By Victoria Alvarez, Senior Environmental Planner

The Alfred Zampa Memorial Bridge on Interstate 80 over the Carquinez Strait is shaping up to be an engineering marvel. Once completed, it will be the 6th longest span in the United States and the 28th longest suspension bridge in the world. In addition to bridging the Carquinez Strait, it is also spanning the gap between Japanese and American cultures and schoolchildren on either side of the Pacific Ocean.

Judy Li, a Transportation Engineer for the District 4 Toll Bridge Program, helped to develop the cultural exchange. Li graduated from Stanford University in 1997 and started working for Caltrans District 4 the next year. Li's work for the Carquinez Bridge construction office took her overseas to inspect construction of the steel bridge deck sections at Ishikawajima-Harima Heavy Industries (IHI) Co., Ltd., a fabrication plant in Chita City, Japan.

As the deck sections were nearly complete, large vinyl coverings were fabricated to protect the ends of the box girders on their voyage across the Pacific. Since the transportation of the deck segments would get a great deal of media attention once they reached California, Caltrans workers told a running joke that the blank space could be sold for advertising to help pay construction costs.

While the joke continued to circulate, Li and representatives at IHI came up with an idea: why not use the blank space on the coverings to promote a cultural exchange between Japanese and American children? As the idea took shape, an elementary school in Chita City was invited to participate, along with elementary schools in Rodeo and Vallejo.

Project Manager Susumu Ohga selected Tsutsuji Gaoka Elementary School in Chita City because it is close to the fabrication plant, and the students were invited to visit IHI and see a deck section being built. Bart Ney, Carquinez Bridge Public Information Manager, picked Hillcrest Elementary School in Rodeo and Glen Cove Elementary School in Vallejo because the schools are located on either end of the bridge, and offered the children an excellent view of the new Carquinez Bridge taking shape.

Approached by Caltrans and IHI, the principal and schoolchildren at the Japanese school were excited about the project. When IHI delivered the coverings, the school divided them so that each grade (first through sixth) would have a separate space for their artwork.

As the artwork progressed, Steve Whipple, Construction Manager for the Carquinez Bridge, and Neil Looker, videographer for the Carquinez Bridge, chronicled their work. They captured scenes of the children drawing on the coverings, and took footage of the children engaged in activities ranging from dancing to volleyball. Whipple and Looker also interviewed Vice Principal Toyomi Nakagawa to get his perspective on the cultural exchange.

Caltrans presented the artwork-laden coverings and video at the American schools when classes resumed in the fall. At that time, each school was given blank deck coverings so that they could develop their portion of artwork exchange.

Caltrans will continue to facilitate the exchange by videotaping the art session, interviewing administrators about everyday school activities. The footage will complete the video portion of the exchange. Caltrans will conclude the exchange by transporting the artwork, along with copies of the video, back to Tsutsuji Gaoka Elementary School.

For the students and faculty at the schools both in California and Japan, the cultural exchange has led to a broader learning experience. The exchange has allowed the children to learn not only about one another's cultures, but also about geography, industry and bridge construction. Through this project, Caltrans has helped to span a gap that is even wider than the Carquinez Strait.

The Department is connecting cultures and creating a common bond for children who live a world apart.

Challenging Interchanges on the Road to a Record Year

Despite shortfalls in anticipated revenues, staff cuts and reductions in operating costs, the California Department of Transportation (Caltrans) remained committed to making California's transportation system a model for the nation and the world.

It was a record year for mobility and improvements to the state's transportation infrastructure. The Department had $7 billion worth of projects underway, which supported more than 180 000 jobs and nearly $20 billion in economic activity. That's double the total from just a few years ago, back in 1998. We made improvements on one in every five miles on the State Highway System from Mexico to the Oregon border.

After years of delay, we broke ground on the $3.3 billion San Francisco-Oakland Bay Bridge, the largest project in the state's history. Construction advanced on the new Carquinez Bridge, which will bring much-needed traffic congestion relief to Bay Area commuters and improve the movement of goods in America's fourth largest metropolitan area. Construction on this $300 million project is on schedule and the bridge will open in November. Caltrans also completed seismic retrofitting on three of the state's seven toll bridges, bringing the total to five. Two more are under construction.

The Department's intercity passenger rail system is so successful that nearly one of every five Amtrak riders nationally will be on one of California's trains. Governor Davis has shown particularly strong support for intercity rail and provided approximately $600 million to intercity rail capital.

These accomplishments are all the more impressive because they were achieved while the Department was confronting significant financial challenges. Revenue estimates, made in better economic times, were more optimistic than expected. As a result, revenues in the State Highway Account (SHA) were $1.2 billion lower than predicted. At the same time, fees from the new truck weight fee system were down.

The Department worked with the California Transportation Commission (CTC) and its regional transportation partners to set priorities for the most critical projects in order to stay within the resources of the SHA. As a result, no capital projects already in progress were suspended in Fiscal Year 2002–03. Moreover, the CTC ultimately approved $2.8 billion of $4 billion in capital projects for Fiscal Years 2002–03 and 2003–04.

Another pothole in the road was the potential suspension of $100 million in contributions to the Traffic Congestion Relief Program (TCRP) in January 2003. This occurred as a result of a shortfall in the General Fund. All the money was later restored and the TCRP remained intact. Caltrans was able to provide funding for all projects that had existing allocations in Fiscal Years 2002–03 and 2003–04.

The third major issue concerned staffing and operating costs. In July, the Department lost 800 positions under the 2003 Budget Act. Six months later, in January 2003, $40 million in operating costs were trimmed to help balance the SHA.

Our workers responded to these challenges admirably, by being more resourceful and working more efficiently. We still had enormous resources, and our workers did an outstanding job of maintaining and improving almost 18 000 miles of the state highways and the interstate system in California.

And the Department's safety record was stellar. Thanks to a successful "Slow for the Cone Zone" campaign, no Caltrans workers died on the State Highways System during the year.

On balance, then, where does this leave us?

Over the past four years, the Department has made considerable progress in improving the state's transportation system. Despite significant financial challenges, we expect to continue a strong construction program. We currently have more than 600 projects, worth more than $6.7 billion under contract. The Department's projects are providing a boost to California's economy. More than 200 000 private jobs have been created due to our investment in transportation.

Financial Report

Departments *numbers in thousands*		2001–02 Expenditures	2002–03 Expenditures
Administration	Policy & Administration	$1395	$ ***
	Subtotal	1395	0
Audits & Investigations	Audits & Investigations	4875	4822
	Subtotal	4875	4822
Civil Rights	Civil Rights	7618	7749
	Subtotal	7618	7749
External Affairs	External Affairs	1866	3990
	Subtotal	1866	3990
Finance	ISOR	550	470
	Accounting	49 290	28 692
	Budgets	5580	5205
	Statewide Pro Rata	65 802	67 875
	Innovative Finance	3066	2264
	Transportation Programming	3349	3356
	Subtotal	127 637	107 862
Information Technology	Information System Service Center	68 644	67 586
	Subtotal	68 644	67 586
Legal Support	Legal Support	92 596	68 309
	Subtotal	92 596	68 309
Maintenance & Operations	Equipment Services	187 196	204 505
	Maintenance	82 343	60 906
	New Technology & Research	39 390	35 175
	Traffic Operations	49 263	47 307
	Subtotal	358 192	347 893
Planning	Aeronautics	2345	2599
	Local Programs	6619	7133
	Mass Transportation	5821	5682
	Rail	90 086	91 598
	Transportation Planning	25 255	18 793
	Transportation System Information	5394	6037
	Subtotal	135 520	131 842

***Policy and Administration was absorbed by Administration Services in Fiscal Year 2002-03.

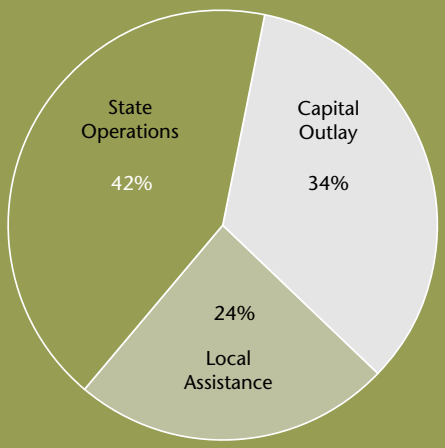
Departments cont. *numbers in thousands*

		2001–02 Expenditures	2002–03 Expenditures
Project Delivery	Design	$12 633	$10 003
	Environmental	67 172	66 957
	Project Management	11 656	8529
	Right of Way	5374	5120
	Right of Way Service Center	19 788	20 745
	Construction	10 686	11 513
	Engineering Services	279 003	272 371
	Subtotal	406 312	395 238
Director's Office	Director's Office	1357	914
	Subtotal	1357	914
Districts	Eureka	43 026	40 734
	Redding	55 166	54 879
	Marysville	208 490	213 213
	Oakland	419 132	409 059
	San Luis Obispo	48 861	48 585
	Fresno	198 660	202 576
	Los Angeles	302 984	292 073
	San Bernardino	163 541	163 279
	Bishop	27 590	25 153
	Stockton	54 913	55 804
	San Diego	145 097	148 672
	Santa Ana	102 439	101 673
	Subtotal	1769 899	1755 700

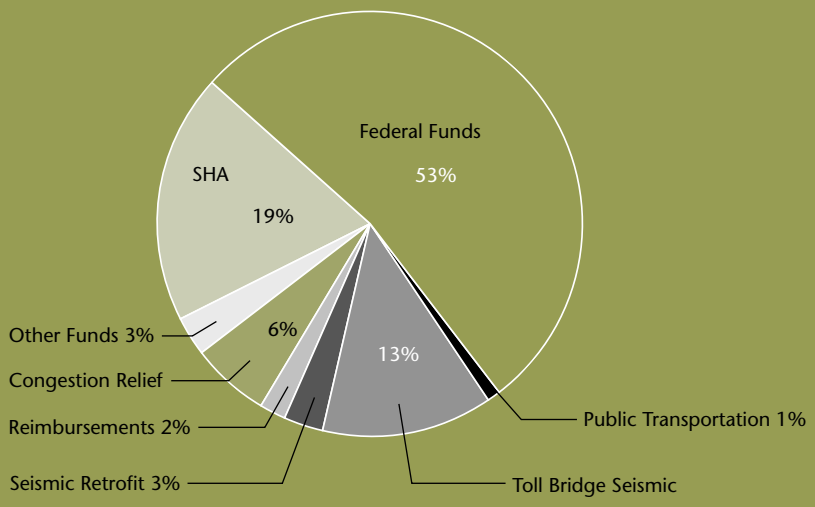
Statewide Operations *numbers in thousands*

		2001–02 Expenditures	2002–03 Expenditures
	Administration Services	$73 113	$66 116
	Materials	25 942	17 221
	Agency Costs	1720	1676
	Subtotal	100 775	85 013
	Departmental Grand Total	**$3076 686**	**$2976 918**

2002-03 Budget Distribution



2002-03 Source of Funds



Caltrans Districts Making a Difference for Caltrans Travelers

The California Department of Transportation has 23 000 employees and a multi-million dollar budget. However, much of the work is divided into 12 districts ranging from the rural and rainy North Coast to the balmy regions around Los Angeles and San Diego. The districts have a variety of modes of transportation ranging from highways to mass transportation and passenger rail. These are their stories.

District 1

The scenic North Coast counties of Del Norte, Humboldt, Mendocino and Lake are home to District 1. Rugged Pacific coastlines, serene redwood forests and many recreational lakes and rivers make this a prime destination for visitors from all over the world.

District 1 employs approximately 600 people who work to keep 2400 lane-miles of roadway and 488 bridges safe and efficient.

To meet the area's mobility needs, the District has 45 construction projects worth $140 million underway.

Improvements include the seismic retrofit of the Highway 255 Humboldt Bay bridges in Eureka ($40 million) and a project to replace the Highway 1 Noyo River Bridge in Fort Bragg ($31 million).

The District is building four miles of four-lane expressway just south of Hopland in Mendocino County ($18 million), as well as rehabilitating ramps on Highway 101 in the Ukiah area ($9 million).

In addition, District 1 provided a continuous left-turn lane on Highway 20 near Nice in Lake County ($5 million) and rehabilitated the Scotia-Rio Dell bridge on Highway 283 in Humboldt County ($5 million).

The District also completed several major construction projects to enhance the safety and efficiency of highways in the area:

- Engineers realigned a portion of Highway 101 on Ridgewood Grade between Ukiah and Willits in Mendocino County ($15.2 million), added truck-passing lanes on Highway 20 at the Mendocino/Lake counties line ($5.4 million) and replaced the Putah Creek Bridge on Highway 29 in Lake County ($5.5 million).
- As a result of winter's savage storms, District 1 spent $16 million for emergency and restoration work at 50 locations on 16 state highways.
- To reach the Department's goal of "the best safety record in the nation," the District established a unique "safety corridor" on a six-mile stretch of Highway 101 between Eureka and Arcata in Humboldt County. It's now a safer highway. After a year, total collisions in the corridor were down 45 percent, intersection-related collisions reduced by 80 percent and average speeds cut by 10 mph.
- To reduce employee vehicle accidents, the District developed and implemented a "Headlights on for Safety" program. With approval from the Department of General Services, the District developed bumper stickers and placed them on all vehicles in the fleet. Encouraged by the results, Districts 2 and 3 also adopted the program and now all employees in the North Region have their vehicle lights on all day.

District 1 worked on a U.S. Highway 101 "safety corridor," which resulted in lower speeds and fewer collisions.

District 2

A median barrier on Interstate 5 is part of a program to improve safety along the freeway.

District 2 encompasses more than 27 000 square miles of rural Northern California. Headquartered in Redding since the early 1920s, the District meets the public's mobility needs in nine northern counties, including Lassen, Modoc, Plumas, Shasta, Siskiyou, Tehama, Trinity and parts of Sierra and Butte.

The District is composed of varied terrain ranging from river valleys 200 feet above sea level to Mount Shasta rising to more than 14 000 feet above sea level and from metropolitan areas to pristine wilderness.

The combined staff of 728 employees in District 2 and North Region operated during the year on a $75 million budget for personnel and operations to support more than $100 million in Capital Transportation Improvement Projects.

The District addressed aging bridges through several major construction projects. The bridge restoration project along Highway 70 in the Feather River Canyon, in Butte and Plumas counties, is a three-year project to rehabilitate the historic Pulga, Rock Creek, Storrie, Tobin and Howell's bridges.

Another project to replace an aging Interstate 5 bridge over the Sacramento River entered its third and final phase. The project, at Anderson, replaced two former bridges with a single Concrete Bulb–T Girder structure to span the width of the new mainline and median section of the highway. The first stage of the $16 million project was completed in December 2001 and the second stage finished in 2003.

The District continues to improve traveler safety through the Sacramento River Canyon with a major project to construct sections of concrete median barrier north of Redding, Shasta County. Two major projects will complete a 10-year program initiated to improve safety along this narrow and twisting portion of Interstate 5 that follows the scenic Sacramento River.

District 2 is on the leading edge with its innovative Culvert Inventory and Assessment Program. The program is intended to develop a complete inventory of each drainage system and a continuous inspection program to preserve and maintain Caltrans' investment. The program was honored as a selection in the Department's Excellence in Transportation Awards.

In an effort to meet the growing demand for rural traveler information, District 2 added six new Closed Circuit Televisions (CCTV) and now has a total of 29 sites providing a visual link to the highways of Northern California.

The images are then posted to the District 2 internet Web site, providing motorists an instant view to assist with making travel decisions.

District 3

The Truckee Bypass, and the traffic it carries, soars east of the historic town of Truckee.

District 3 in the North Region serves the transportation needs of nearly two million Californians in 22 of the Golden State's northern counties. District 3 is centered in Marysville, famed as California's "Gateway to the Gold Fields." The District extends south past Sacramento, west over the Yolo Causeway, north through the Feather River Basin and east over the treacherous Donner Summit.

North Region, the project development organization for Caltrans Districts 1, 2 and 3, includes the units of design, construction, right of way, environmental and other engineering support.

District 3 has an operating budget of $62 million and more than 1900 employees. In excess of 1400 centerline miles of state and federal highways traverse the District's expanse of valley floors and mountain passes. The District's highway inventory includes Interstates 5 and 80, two of the state's major goods movement corridors. District 3 also is home to California's first state highway, U.S. Highway 50, which reminds motorists at its beginning in West Sacramento that Ocean City, Maryland, is a mere 3073 miles away.

The District ushered in the fiscal year by delivering an $8 million project to relieve a chronic Sacramento area bottleneck 19 months early. Nearly a quarter-million commuters benefited from this project, which added an additional lane on a vital connector that links Interstate 80 to the Capital City Freeway. A month later, District 3 celebrated the opening of the Truckee Bypass, a $33.6 million project that relocated Highway 267 east of the town of Truckee and provided a new gateway to recreation areas in the Sierra Nevada and nearby Lake Tahoe.

The fall of 2002 also saw completion of a $22 million project that added nearly 24 miles of new carpool lanes on U.S. Highway 50 in eastern Sacramento County, providing an alternative for thousands of daily commuters. In November, the District reopened the historic Tower Bridge, which glistened with new metallic gold paint, the color that 43 000 voters chose during an award-winning public participation campaign.

District 3 kicked off January by breaking ground on important projects to increase capacity and relieve congestion in Sutter and Butte counties. Highway 99 will be widened from two to four lanes by an $11.2 million project that covers a six-mile section of highway south of Yuba City. This is the latest in a series of projects that will eventually widen Highway 99 between Yuba City and the Interstate 5 junction, north of Sacramento. To the east, the District began work on a $14.4 million project that will widen seven miles of Highway 70, south of Marysville.

Work on important infrastructure improvements to Interstate 80, Northern California's lifeline for goods and tourists, also continued. In Sacramento, work progressed on contracts totaling more than $44 million that will add 18 lane-miles of new carpool lanes to Interstate 80 in northeast Sacramento and improve and widen the Madison Avenue interchange.

The District continued to move ahead on a comprehensive program to rebuild Interstate 80 through the rugged Sierra. When complete, the District will have rehabilitated 90 miles of this transportation corridor between Roseville and Nevada. The long-term effort includes a series of projects nearing completion between Truckee and Nevada.

District 3 continued efforts to improve the environmental quality of crystal blue Lake Tahoe. Researchers at Caltrans' award-winning facility in Meyers are working to develop new storm water treatment processes that can function in a highway environment. Researchers from the University of California at Davis and California State University at Sacramento, along with storm water treatment consultants, are assisting in this effort. A final report is due this year.

District 4

Caltrans District 4 is made up of nine counties that surround the San Francisco Bay and is bounded by the Pacific Ocean to the west and the Central Valley to the east. The coastal hills run directly through the center of the Bay Area where land features are literally split apart by earthquake faults. San Francisco and San Jose are centers for finance and high-tech development. The area is home to several famous colleges such as Stanford, UC Berkeley, San Francisco State and Mills College. It also encompasses a premier wine grape-growing region of the world in Napa and Sonoma counties.

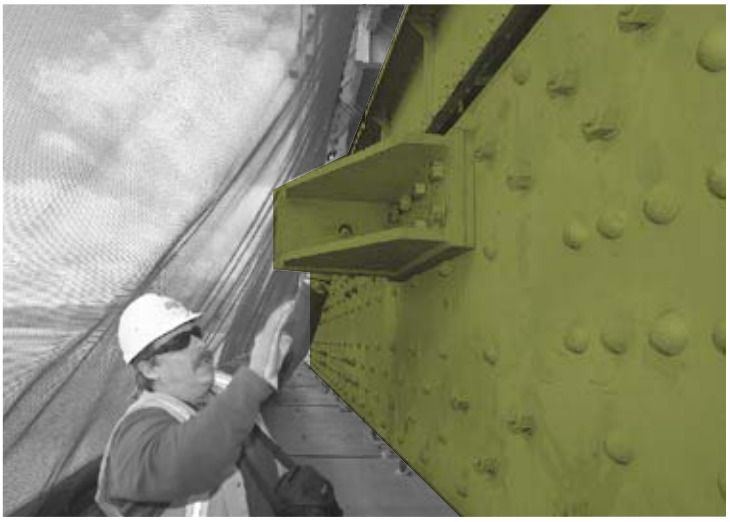
District 4 and its regional partners are responsible for planning, designing, improving, operating and maintaining the State Highway System in the nine counties. Regional partners include nine county governments, more than 100 cities, nine congestion management agencies, five "self-help" county transportation authorities and 29 transit operators.

With an operating budget of just over $421 million, District 4 (with headquarters in downtown Oakland) is home to about 4000 employees, responsible for approximately 1426 freeway miles. The District is working on more than $4 billion in projects under construction. During the year, there were 94 projects delivered and 11.5 miles of High Occupancy Vehicle (carpool) lanes completed.

Caltrans District 4 operates six of the seven toll bridges in the Bay Area, which carry a record number of vehicles each year. Several major bridge projects are complete or underway:

- The District widened the San Mateo-Hayward Bridge, a $129 million project, and is seismically retrofitting the West Span of the San Francisco-Oakland Bay Bridge (SFOBB) and the Richmond-San Rafael Bridge.
- District 4 is replacing the westbound Carquinez Bridge with a $240 million suspension span and building a new Benicia-Martinez Bridge, a $318 million concrete segmental bridge.
- The construction of the new East Span of the SFOBB, a $2.6 billion seismic safety contract, officially started January 2002.

In this environmentally sensitive area, District 4's diligent and innovative approach to construction resulted in a Tranny Special Program Award for the Benicia-Martinez Bridge Underwater Pile Driving project. The District team developed an Air Bubble Curtain within an isolated pile. This method ultimately lowered sound levels, and it reduced the impact of sound and pressure waves by 99 percent, thus eliminating the immediate mortality to marine life. The method is recognized around the world.



A District 4 employee works on the seismic retrofitting of the Richmond-San Rafael Bridge.

At the intersection of the Lawrence Expressway and Highway 101 in Sunnyvale, District 4, in partnership with the Department of Conservation's Division of Recycling, used nearly 50 tons of recycled glass as a mulching material. Traditionally, wood and rock mulches are used to conserve moisture for highway plantings, suppress weed growth and reduce herbicide use.

The Bay Area has a varied transportation system and a diverse population. The employees of District 4 are an integral part of this great region. They take pride in contributing to its successes and are eager to tackle the problems that come with a growing community.

District 5

Headquartered in San Luis Obispo, District 5 encompasses the scenic central coast counties of Santa Barbara, San Luis Obispo, Monterey, Santa Cruz and San Benito. The predominantly rural (but rapidly urbanizing) District is comprised of 33 cities with a population of nearly 1.4 million. It has 29 highways, including U.S. 101, one of the three primary north-south corridors connecting Northern and Southern California. District 5 is home to scenic State Highway 1, which traverses such diverse communities as Lompoc, Guadalupe, Pismo Beach, Morro Bay, San Simeon, Big Sur and Carmel. In fact, Highway 1 from Big Sur to San Luis Obispo was recently named one of the 22 All-American Roads, a prestigious national honor.

District 5, with 29 highways and 1.4 million people, is dominated by Pacific Ocean scenery.

District 5, supported by a staff of 710 employees, is part of Caltrans' Central Region, which provides capital outlay support to neighboring districts. District 5's total allocation for personal services and operating expenses last year was $48.8 million. The Local Assistance Unit helped local agencies deliver more than 150 projects, obligated $32 million in Transportation Equity Act of the 21st Century (TEA-21) construction funding, provided $12.4 million in Match/Exchange Program funds and another $5.8 million in state-only State Transportation Improvement Program (STIP) allocations to its agencies.

The District has been a leader in developing context-sensitive solutions principles for state highways and has consistently received the best marks of any district for compliance with Storm Water Pollution Prevention Plans (SWPPPS). It has conducted public outreach in under-represented communities, as part of a statewide environmental justice effort and have produced the Coast Highway Management Plan, which will guide activities along the Big Sur coastline and serve as a model collaborative planning process for other environmentally complex corridors in California.

District 5 also created an innovative safety video being produced for statewide use and has augmented the "Slow for the Cone Zone" safety campaign with local media ride-alongs, traffic reporter announcements and ads on cable TV. In addition, the Traffic Safety Academy continues to train Caltrans engineers every year under the direction of District 5's Traffic Safety Unit. The Local Assistance Unit has facilitated 36 training classes with 788 participants from local agency partners since 2001.

The District completed a number of noteworthy construction projects in the 2002-03 fiscal year:

- Highway 101 operational improvements in Prunedale, Monterey County — a $3 million safety project to add acceleration/deceleration lanes completed in October 2002.
- Highway 101 San Miguel Canyon Road Interchange in Prunedale — a $6.8 million project to construct an overpass and eliminate the longest left-turn pocket in the state, completed in January 2003.
- Highway 25 Safety Project north of Hollister in San Benito County — a $6.1 million shoulder widening and soft median barrier. Completed in November 2002, these improvements have significantly reduced cross-median accidents along the corridor.
- Highway 135/Broadway in Santa Maria — a $4.2 million major rehabilitation project completed in November 2002.
- Highway 1 Willow Curve Realignment between Oceano and Guadalupe — a $1 million project to construct a highway speed curve on an improved alignment that was completed in February 2003.

Also, the District 5 design staff delivered the Highway 1 Median Barrier Safety Project nine months ahead of schedule. As of June 20, 2003, District 5 had $128 million in ongoing major construction contracts in its five counties, compared to $150 million in projects one year ago.

District 6

District 6 is headquartered in Fresno. This geographically diverse District stretches from the southernmost part of Yosemite National Park to the Mojave Desert. It includes Madera, Fresno, Tulare, Kings and Kern counties.

From mountain peaks to desert floor, District 6 is home to 1528 employees.

Interstate 5 and State Highway 99 run the length of the District, serving as the main north-south arterial, not just for the Central Valley, but for the state. These routes carry 30 percent of the truck traffic that is so vital to the region's agricultural base. There are more than 250 crops grown in the Central Valley, including grapes, cantaloupes, tomatoes, cotton, lettuce and citrus fruits.

The District had a total of 47 projects under construction during the year. They represented an array of California's multimodal transportation improvements and were valued at $335 million. The projects varied from safety improvements such as the Tulare County Retrofit project to cooperative efforts with our city and county partners using context-sensitive solutions such as the Horse Creek Bridge Replacement.

Ongoing projects include:

- Two State Highway 180 projects are underway. Highway 180 (East Sequoia Freeway) in Fresno County, a $168 million project, started during the year. The project involves constructing new freeway miles and upgrading, widening and improving the expressway.
- At the other end of Fresno is the State Highway 180 (West Freeway/Expressway) project. This $30 million improvement will provide an improved route between Fresno and the rural communities to the west. It will reduce traffic congestion on city streets, improve travel times and increase safety for motorists. The project will extend Highway 180 west from the Highway 180/99 interchange and will continue as a six-lane freeway from Highway 99 to Tielman Avenue where it will become a four-lane expressway. Primary funding for this project is from federal and state gas taxes, supplemented with local funds.
- The $3 million Bridge Retrofit and Upgrade Project through Tulare County will upgrade existing bridges on Highway 99 and meet current freeway standards.
- The Highway 58 (Mojave Freeway) Project in Kern County, valued at $76.3 million, is almost complete. This project will add new four-lane freeway miles and significantly decrease congestion in downtown Mojave. Improvements will allow through traffic to flow without interruption on the new access-controlled freeway.
- The $2.5 million Lake Kaweah Relocation Project on Highway 198 in Tulare County will realign the roadway and replace Horse Creek Bridge, which is too narrow to accommodate increased traffic.
- Existing pavement on Highway 41 in Kings County was designated to be improved and rehabilitated. Wider shoulders will improve curves, upgrade intersections to current design standards and enhance safety.

District 6 received an Excellence in Transportation Award for the Highway 168 Sierra Freeway Wildflower Design and a Capital Project Delivery Award in recognition of milestone delivery performance rating.

Work on District 6's Highway 180 moved ahead significantly during the year.

District 7

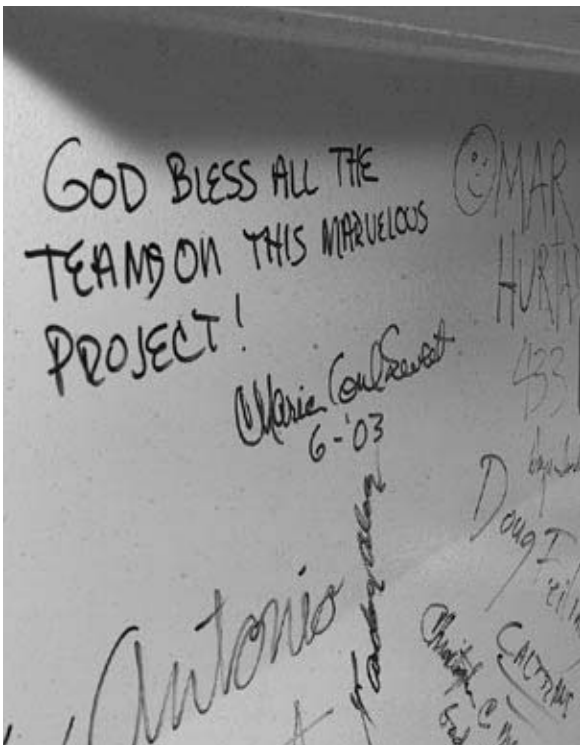
For decades, transportation professionals and interested visitors from around the world have toured District 7, encompassing Los Angeles and Ventura counties, to learn about state-of-the-art transportation management, maintenance and operations.

Los Angeles County has 87 cities and a population of more than 9.5 million. Its 27 freeways, if placed end to end, would stretch for 616 miles. In addition, it has 354 miles of conventional highways. Ventura County has 10 cities and a population of more than 750 000, which is served by 184 miles of conventional highways and 88 miles of freeways.

The District employs 2651 people and has an annual expense budget of $271 million. During the year, District 7 delivered 25 projects worth more than $233 million and spent a total of $140 million on maintenance.

The Division of Construction won Tranny awards for three projects:

- The Foothill Freeway (Highway 210) Extension — Highway 210 was extended 14 miles. This project cost $689 million and was completed in November 2002.



Participants in the District 7 Headquarters "Topping Out" ceremony left their signatures on a construction beam.

- The Pasadena Freeway (Highway 110) Widening Project — This $16 million safety project improved the freeway's operating conditions by relieving congestion and reducing accidents within the one-mile connector to Interstate 5. This project was completed in September 2002.
- The Western Avenue Storm Drain Tunneling Project — This $800 000 improvement demonstrated that tunneling is a cost effective and often desirable method of replacing storm drain systems in lieu of open excavation.

Major projects under construction during Fiscal Year 2002-03 included:

- The $24 million Highway 126/Interstate 5 Interchange Improvement project, started in February 2003 and expected to be completed in winter of 2005.
- The $78 million Carpool Connector and Collector Road at the Highways 60/57 Interchange, started in June 2003 and expected to be completed in 2006.
- The $60 million Interstate 10 carpool lane project from the Highways 57/71/210 Interchange to the county line was recently completed.
- The $48 million Interstate 10 carpool project from Baldwin Avenue to the Interstate 10/605 Interchange, began in February 2002 and is expected to be completed in autumn 2004.
- The $37 million Interstate 405 carpool lanes from Highway 105 to Highway 90 began during the year and will be completed in 2005.
- An $11 million project added a lane to the northbound Interstate 405/southbound US 101 connector from north of the Ventura Boulevard undercrossing to west of the Kester Avenue undercrossing. This was completed during the summer.

The Office of Traffic Investigations worked in partnership with the California Highway Patrol (CHP), local enforcement agencies, local communities and elected officials to implement safety corridors. District 7 received a Tranny award from the California Transportation Foundation for a corridor along the Pacific Coast Highway (Highway 1).

Construction workers and admirers surround the beam that symbolically completed the District 7 Headquarters.

Completed in December 2002 for $8 million, it includes a "smart crosswalk," which alerts motorists to pedestrians, video monitoring and rumble strips.

The Division of Environmental Planning delivered 20 major project documents during the year, despite being one of the smallest environmental units in Caltrans. With an on-time delivery record of almost 100 percent, the Division also secured approval of more major documents during the past three years than any district in the Department's history.

The total construction cost of projects delivered by the Division of Design was more than $192 million.

The Division of Planning's Office of Public Transportation, Rail and Goods Movement administered 13 local agency Transportation Congestion Relief Program (TCRP) Rail Transit projects worth nearly $962 million. The office also administered 53 State Transportation Improvement Program (STIP) projects worth $227.5 million, four Proposition 116 rail bond grade separation projects worth $80 million and one General Fund project worth $15 million. That totals 71 active projects with $1.3 billion in state funding.

District 7 celebrated many milestones during the year, including the start of construction in December 2003 on the Los Angeles Regional Transportation Management Center (LARTMC). This $46 million, 89 000-square foot facility will combine CHP and Caltrans personnel in one building, becoming the largest Transportation Management Center (TMC) in the state.

District 8

District 8, the largest of the 12 districts statewide, covers rapidly growing metropolitan, desert, mountain and agricultural areas in San Bernardino and Riverside counties. Nearly 1400 employees make up the District, which has an operating budget of approximately $162 million and nearly 85 projects under construction worth almost $350 million.

Despite California's fiscal challenges, the District has continued to reach major transportation milestones.

District 8's outstanding relationship with local partners was illustrated with the opening of 14 miles of Highway 210, California's newest freeway. With a ribbon-cutting ceremony just before Thanksgiving, District 8 and District 7, along with SANBAG, the cities of Upland, Ontario, Rancho Cucamonga, Fontana and thousands of Inland Empire commuters had reason to celebrate this new corridor that connects San Bernardino and Los Angeles counties. This project won a 2002 Tranny Award. Traffic volumes on the parallel freeways, Interstate 10 and Highway 60, decreased by as much as 15 percent since the opening of Highway 210.

New connections are branching out in Riverside County as well. The first of three phases to improve the State Highways 60/91 and Interstate 215 Interchange began with much anticipation this year. Once completed, the interchange and freeway improvements will benefit the 150 000 daily commuters (projected to be 250 000 by 2020) who use the interchange on a regular basis.

Assembly Bill 1010 allowed the Orange County Transit Authority to acquire the 91 toll lanes, enabling District 8, District 12 and another of our transportation partners, the Riverside County Transportation Commission, to address congestion relief projects previously disallowed by "no compete" clauses. A corridor plan spanning the two counties has been formed.

The year's theme of partnerships continued on other projects as well. The District worked in partnership with the California Highway Patrol, the Nevada Highway Patrol and the Nevada Department of Transportation to address the transportation needs along the Interstate 15 corridor. The partners are committed to a $450 million set of improvements to widen, rehabilitate and improve this high desert freeway system over the next five to 10 years.

District 8's relationship with its customers continues to be a driving force. The District's Small Business Program continues to look at ways to improve participation with Small and Disabled Veteran businesses throughout the state. The District closed this fiscal year by co-hosting the Caltrans Small Business Procurement Conference along with the Inland Empire Center for Entrepreneurship at California State University, San Bernardino.

Early California architecture (below) inspired forms (right) for context-sensitive soundwalls in District 8.

District 9

Workers at the Independence Maintenance Yard stand ready to help in rural and scenic District 9.

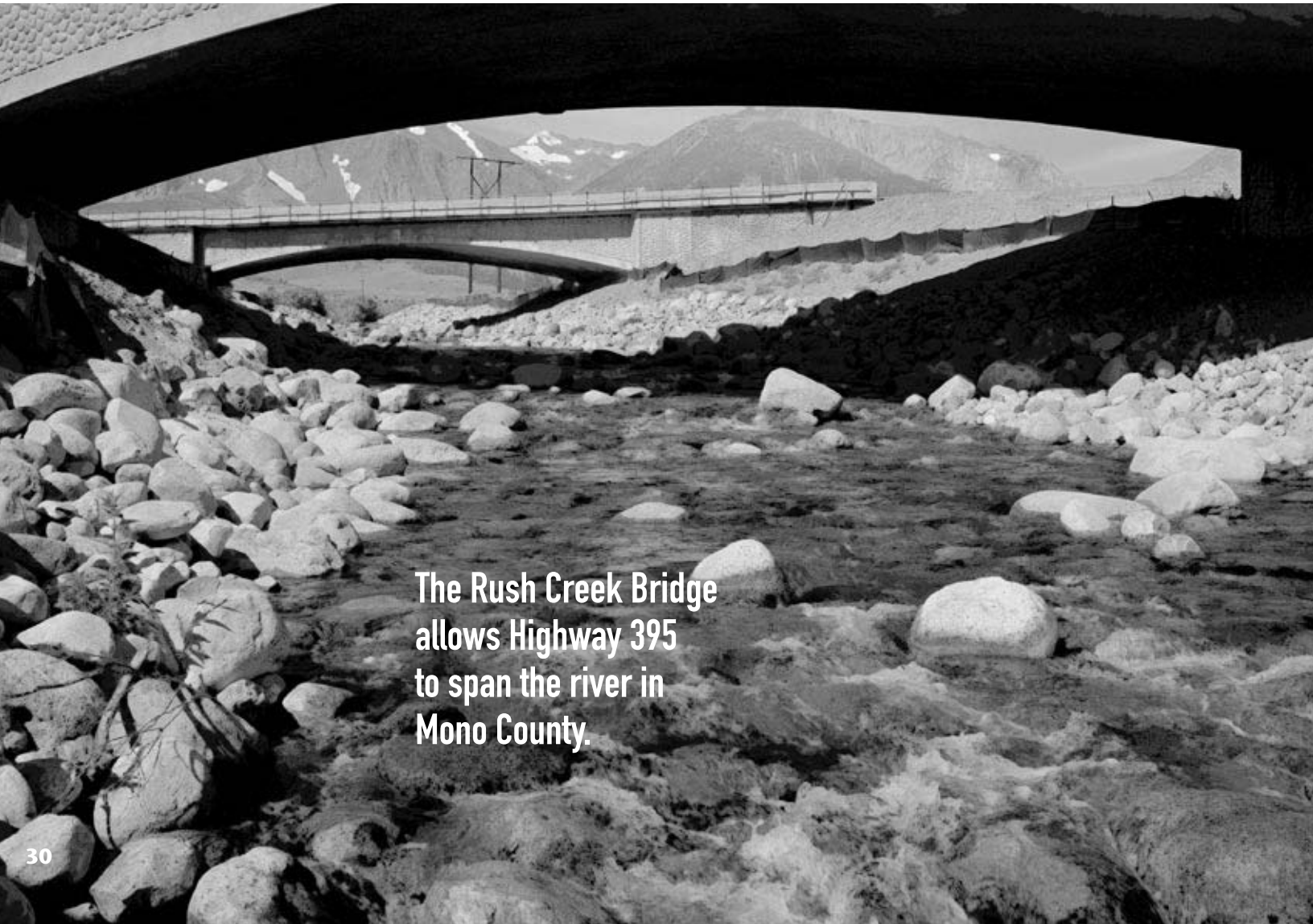
District 9 was created in 1923 and covers the entire Eastern Sierra from Topaz to Tehachapi, including Mono, Inyo and eastern Kern counties and portions of San Bernardino County. The District is responsible for planning, maintaining, operating and improving 19 routes that cover more than 1000 centerline miles or approximately 7 percent of the state. Of this, 284 miles are on U.S. Highway 395. Virtually all goods and services arrive on the highways, since there are no commercial passenger air services, minimal airfreight services and no rail services in the District.

The District's 214 staff members operated on a $13.1 million budget this year. The Maintenance and Operations Program served state highways in Mono and Inyo counties, eastern Kern and two routes in San Bernardino County under agreement with Districts 6 and 8.

The District's Program/Project Management Division recently completed several major construction projects totaling $56.1 million:

- The Topaz Passing Lanes Project upgraded 1.3 miles of two-lane highway by adding north and south passing lanes. The lanes reduced traffic congestion and improved safety for motorists in northern Mono County. They also provided a safe emergency area to exit from the highway.
- The East Mammoth Rehabilitation Project improved a portion of Highway 203. The District repaired failed pavement, placed an asphalt concrete overlay, put in curb and asphalt concrete dikes, installed asphalt concrete overside drains and raised or relocated existing drop inlets and culverts.
- The Benton Rehabilitation Project, eight miles of two-lane highway in Mono County on Highway 6, included construction of chain-up areas, replacement of obsolete drainage structures, and construction of a bridge at Spring Canyon Creek Wash.
- A project at Rush Creek converted seven miles of existing two-lane conventional roadway on Highway 395 in Mono County to a four-lane divided highway.

- The District reconstructed sidewalks on the north side of Highway 158 through the town of June Lake. This project was requested and funded by the state through the Mono County Local Transportation Commission.
- The nine-mile, four-lane Fish Springs Project on U.S. Highway 395 between Big Pine and Independence was developed in cooperation with Caltrans, Inyo County Transportation Commission, and Inyo County Board of Supervisors. It improved safety and traffic flow, increased traffic capacity and reduced congestion.
- A replacement bridge at Sardine Creek on Highway 108 used aesthetic treatments on the abutments to replicate stonework.
- District 9 delivered 100 percent of the Minor Program for a total of $3.5 million.
- District 9 local assistance has more than 80 active projects in various stages of development from preliminary engineering through construction with more than 6.8 million federal dollars obligated on 15 of those projects.
- District 9 also took pride in acquisition of a conservation easement in the Bridgeport Valley, funded by Statewide Transportation Enhancements Program. The California Department of Fish and Game secured more than $4.2 million from various funding sources to purchase a 6400-acre conservation easement that protects one of the state's most spectacular views.



The Rush Creek Bridge allows Highway 395 to span the river in Mono County.

District 10

District 10 includes the five counties of Alpine, Amador, Calaveras, Mariposa and Tuolumne, comprising the heart of the Mother Lode country, as well as three valley counties, including Merced, San Joaquin and Stanislaus. This eight-county area covers approximately 10 000 square miles.

The District with a staff of 475 and an operating budget of $25 million, provided planning, maintenance, local assistance and traffic operations services to the region, which contains approximately 3670 lane-miles. Maintenance operations are divided into five geographic areas with 23 maintenance stations all under a single maintenance region.

District 10's East Sonora Bypass takes shape on Highway 108 in Tuolumne County.

With continued commitment to improving safety, the District recently installed approximately 130 miles of center median barriers. The District currently has several additional median barrier projects in construction with more on the way.

The District established the Safety Review and Advisory Committee. This committee has been holding meetings on a monthly basis and employee injuries have been reduced by 17 percent from the same period last year. Preventable vehicle accidents have been reduced by 28 percent during that same period.

The District formed the Dusk to Dawn Safety Awareness Team to increase safety within work zones. With both Caltrans and external members, the team reviewed methods to reduce nighttime accidents in work zones, identified hazards associated with dusk to dawn work, increased awareness of nighttime safety issues and reduced worker exposure and increased productivity during nighttime lane closures.

The East Sonora Expressway construction is entering its third year in Tuolumne County on Highway 108. This $39.4 million project begins west of the Sanguinetti overhead and extends to Standard Road. Interchanges have been constructed at Mono Way and Hess Avenue as part of this project.

The $32 million Arch Road Project construction on Highway 99 in San Joaquin County is moving forward. This single point urban interchange is the first in the Central Valley and only the third in the state. The 41-year-old structure accommodated approximately 18 500 vehicles a day. The new interchange will handle almost four times that amount — 70 000 vehicles.

The $97 million Tracy Widening project calls for widening Interstate 205 from four to six lanes from 11th Street in Tracy to Interstate 5. It's currently under development and environmental studies are being performed.

In addition, the Department has received approval to begin environmental and preliminary engineering work to extend the new truck lane from just west of Mountain House Parkway to approximately two-thirds of the way to the Altamont Pass summit.

The $102 million Oakdale Expressway project will construct a two-lane expressway on Highway 120 to alleviate congestion and improve safety and system continuity. On April 1, 2003, the project received the "Record of Decision" (final approval given by the Federal Highway Administration) that finalized the Environmental Process Review.

District 11

The historic H. Lee House was moved to Lemon Grove due to work on District 11's Highway 125.

On May 14, a crane collapsed on a San Diego freeway construction project, snapping more than a dozen high-voltage electrical transmission wires and dropping them across all lanes of the Interstate 5/805 interchange. Yet one of the metropolitan area's busiest freeway interchanges stayed open, thanks to the hard work, quick reaction and professionalism of District 11 (San Diego and Imperial counties) maintenance, construction and traffic crews.

It's just one example of the dedication of more than 1400 District 11 employees who worked to keep nearly $500 million in construction projects moving forward. District professionals proved this year that they were up to any challenge, and the incident in May stretched the limits. The District's employees had reason to be proud of their efforts, and they were.

The accident happened in the early morning hours on the Interstate 5/805 widening project, closing the area to commuters and statewide truck traffic. Caltrans, the California Highway Patrol, area law enforcement and San Diego Gas and Electric worked cooperatively to ensure that three of the four interchange connectors were open to traffic by 8:30 a.m., only six hours after the accident. The remaining connector, where the crippled crane sat, was opened just before noon. Many outside Caltrans had said the area might not be opened for days.

The incident is just one example of the work that District 11 accomplished during the year.

As a result of the District's quick action, work continues on the project to widen the area in Sorrento Valley where Interstates 5 and 805 come together. The $176 million project will build what engineers describe as a "dual freeway." Three new lanes are being constructed outside the existing freeway lanes.

The new lanes will be separated from the existing lanes by a concrete barrier. Motorists will use them to enter or exit Interstate 5 at Highway 56, on a new interchange being constructed at Carmel Mountain Road. Engineers expect to reduce congestion by separating motorists merging on or off the freeway from the motorists travelling through the area.

Elsewhere in the District, work began at the U.S.-Mexico border crossing to build Highway 905, a new freeway connecting the Otay Mesa commercial port of entry with the freeway system. More than $29 billion in total trade crosses the border, primarily on the State Highway System. The beginning of the Highway 905 project marks an important step in improving the mobility of goods and services with Mexico.

In Imperial County, the District completed the second contract to widen Highway 111, a critical North American Free Trade Agreement (NAFTA) network route, and began a third phase. The new four-lane expressway will help ease local congestion by providing a route for local and international trucks.

San Diego commuters are also seeing the start of projects along the Interstate 15 corridor that will reduce congestion on the most heavily used freeway in the District. A series of projects including an interchange redevelopment between Interstate 15 and Highway 56 will lead to the first project to build the Interstate 15 Managed Lanes, the largest overall project in the history of the District at a cost of $375 million.

District employees joined community and civic leaders to celebrate the opening of several miles of the new Highway 125 after three years of construction. The new freeway has been credited with reducing congestion on other nearby freeways from the time it opened.

The much-anticipated Highway 56 is less than a year from opening to traffic. The City of San Diego completed the environmental document and constructed about a mile of the new freeway. Caltrans is working to finish the nearly five miles that remain.

Alycia Morgan, 7, daughter of District 11 Senior Bridge Engineer Bill Morgan, helped open Highway 125 in San Diego County.

District 12

The California Legislature established District 12 (Irvine) in 1988. The District encompasses Orange County, a metropolitan area of 794 square miles with a population of 2.9 million. In addition to more than 300 miles of highway, the District has 234 miles of high-occupancy vehicle (HOV) lanes, one of the largest totals in the Department. District 12 oversees the activities of approximately 1200 people and is home base for the Southern Regional Offices of Contracts, Right of Way and Personnel.

During the year, the District had 46 projects under construction at a cost of $387 million. The capital outlay budget was approximately $342 million while operating expenses totaled $27 million.

In a project applauded across the country, District 12 removed the Coal Canyon interchange on Highway 91 to create an undercrossing connecting two major wildlife habitats at a cost of $440 000. The District worked to preserve an environmentally and archaeologically sensitive area while widening and realigning Highway 133 between Highway 73 and Interstate 405 at a cost of $22 million.

In addition, the District continued work on the Interstate 405/Highway 55 Project, delivered seven sound walls in Garden Grove on Highway 22 at a cost of $30 million and completed the final environmental documents for the Highway 22 West Orange County Connector.

Mindful that safety is Caltrans' highest priority, the District's Traffic Studies Branch initiated 25 safety projects, one of which already reduced fatal accidents on Interstate 405. The branch maintained a zero backlog of investigations and reduced the average time for a traffic investigation time by about 50 percent of the statewide average.

District 12's innovative Coal Canyon wildlife crossing allows animals to traverse the highway safely.

The District's award-winning Transportation Management Center (TMC) managed 87 865 roadway incidents and 8220 closures.

The TMC participated in four Amber Alerts, and cooperated with John Wayne Airport during the elevated Terror Alert by closing freeway on-ramps, modifying traffic signals and adding security striping. In addition, the incident response team helped to avoid approximately 158 654 vehicle-hours of delay, which could have cost $1.6 million.

The District is also committed to protect and preserve the environment through effective best management practices. The environmental staff prevented construction delays by studying, reviewing and commenting on 80 submittals for hazardous waste investigations, noise studies, project reports, special provisions, initial site assessments, excess land and cooperative agreements.

The environmental staff also developed a selenium study for board review, constructed four compost stormwater filter unit replacements, generated annual monitoring reports for three hydrologic subareas, reviewed more than 160 projects and 18 encroachment permits and coordinated a major storm drain cleanup on Seashore Drive.

Landscape staff provided designs for a stretch of Interstate 5 in the city of San Juan Capistrano, celebrating the community's mission history with a decorative barrier wall depicting mission-style arches, swallow silhouettes and curvilinear gradations of blue colors to represent the ocean.

Traffic Operations continued to apply effective traffic management systems to ensure operational efficiency on the District's highway system. Traffic Operations also completed the Orange County Real-Time Traffic Web page and reduced overall closures by five percent.

Electrical crews completed 82 percent of the District's Light Emitting Diode signal face conversions, and completed five rehabilitation projects at a cost of $32 million, reducing distressed lanes by 18 percent.

Legislation allowed the Department to focus its efforts on improvements on Highway 91 (Riverside Freeway). The District's partnership with the Orange County Transportation Authority and the Riverside County Transportation Authority allows for closer coordination to reduce congestion for more than 250 000 motorists a day.

Caltrans Divisions Innovative, Quality Accomplishments

Administration

The Administration program consists of six divisions that work in a coordinated manner to oversee a wide variety of functions ranging from facilities, procurement and human resources to training and labor relations. Its employees share an important goal: to support the Department's mission of improving transportation across the state. The summaries below demonstrate some of the program's accomplishments.

Division of Business, Facilities, Asset Management and Security

In partnership with the Department of General Services (DGS) and the Districts, the Division advanced three major office building replacement projects totaling more than 1.1 million gross square feet and costing nearly $322 million. It also advanced seismic retrofit projects for office buildings in Districts 1 and 2. The Division executed 11 office leases, totaling 253 649 square feet.

The Office of Business Services provided multiple support services including 60 million copies that Reprographics produced in support of 456 engineering projects. The Transportation Library responded to more than 3300 reference requests and added hundreds of historical documents to its Web page. The Records and Forms Management Branch had more than 900 electronic forms online, with nearly 10 000 Department users of the Caltrans Electronic Forms System.

The Office of Sacramento Building Operations installed an emergency power generator, which was designed to provide back-up power to the Sacramento Headquarters' computer room and allow for emergency egress.

The Office of Security Operations replaced the access control and intrusion reporting system for most Sacramento facilities as part of a statewide integration plan. The office also approved system installation plans for the Oakland Bay Bridge Administration Building and CHP's Mountain Pass Truck Inspection Station while testing systems for the Tri-Bridge, Bakersfield Regional Maintenance, and Porterville Maintenance stations.

In partnership with the Division of Engineering Services, the districts, and the Division of Construction, the Division created a task force to address statewide laboratory facility safety and developed an inspection and mitigation repair plan to address laboratory facility deficiencies statewide. Repairs were completed at the Translab in Sacramento and the Santa Barbara Construction Lab.

An emergency generator now provides back-up power to the Sacramento Headquarters' computer room.

Division of Training

The Division of Training provided leadership in identifying and providing cost-effective, innovative training solutions and services to the Department. The Division consulted with its customers on performance issues, course design and development, and course evaluation. It provided training for trainers, designed and delivered statewide training programs for executives, managers, supervisors and rank and file employees. The Division also managed the Department's internal and external customer surveys, along with the Quality Program, California State Employees Charitable Campaign and the state-of the-art Training Center. Following are updates of the Division's statewide programs and other services:

Executive Development Program (EDP): The EDP is an 18- to 24-month training and development assignment to develop managers with executive potential, and to expand the Department's pool of candidates prepared to compete for executive leadership positions. In January, nine participants graduated from the EDP Phase One. Of those, six were promoted while participating in the program. Currently, 11 participants are in EDP's Phase Two. Three EDP participants were selected to participate in Phase Three.

Leadership Training Program (LTP): The LTP is a 12-day leadership program designed for designated managers. Six tracks of LTP were delivered to 150 designated managers. The Director, Chief Deputy Director, and senior management have completed the LTP and been instrumental in customizing the program. They have also modeled their support of the program by participating as guest speakers in LTP training sessions.

Management Training Program (MTP): The MTP is a new mid-level management training program targeted for approximately 3000 designated managers and supervisors. A new contract was awarded during the spring.

Continuous Learning Program (CLP): The CLP is designed to address the "core skills" of approximately 20 000 rank and file employees. The CLP is comprised of four core topics and two electives. The core topics are the Department Overview, Communication Skills, Analytical Skills and Organizational Skills. The Division developed the online Department Overview, which will be available to all employees next year.

Internal/External Customer Surveys: The Employee Opinion Survey 2002 (internal survey) resulted in opportunities for the Department to apply lessons learned from data received from its employees.

Quality Program: The Division managed the statewide Quality Program. Customized Quality training was offered to the Quality Coordinators and team members. In 2002, seven teams received the Quality Team Awards for their efforts to develop innovative solutions that contributed to the Department's strategic goals.

California State Employees Charitable Campaign (CSECC): The Division coordinated this program and, in 2002, the Department's employees contributed approximately $305 500, a 9 percent increase from last year.

Training Center: The Division managed the Department's Training Center, consisting of two state-of-the-art classrooms, one small classroom, one computer lab and a training resource library. The center also has video teleconferencing capabilities.

Admin.

Division of Labor Relations

The Division is separated into three offices, serving managers and supervisors throughout the Department. Their work includes training responsibilities under the various Memoranda of Understanding (MOUs), laws and rules governing labor relations, the Fair Labor Standards Act (FLSA), reasonable suspicion and post-accident rules and regulations.

The Office of Bargaining and Union Relations represented the Department on issues that determine the salaries, benefits, and other terms and conditions of employment for approximately 19 000 represented employees. The Office of Field Services had six Labor Relations Officers, located throughout the state, and responsible for all adverse actions related to Bargaining Unit 12 employees. The Office of Drug and Alcohol Programs ensured that Caltrans was in compliance with laws and regulations governing drug and alcohol testing of approximately 5000 employees as provided by various rules and agreements.

The Division adjudicated 153 grievances, represented the Department in nine arbitration cases and six unfair labor practice charges, and held 169 meetings with union representatives. Staff trained 598 managers and supervisors in labor relations, 83 supervisors on reasonable suspicion rules and regulations, and 493 supervisors on post-accident drug testing rules and regulations. Staff also performed 4490 tests during the year consisting of pre-employment testing, random drug and alcohol testing, reasonable suspicion, return to duty, and follow-up drug and alcohol testing.

Division of Procurement and Contracts

The Division managed more than $700 million in goods and services acquisitions. Staff processed 1665 service contracts, valued at more than $550 million. In addition, the Division oversaw 140 000 CalCard transactions for more than $50 million and processed more than 10 000 purchase orders, valued in excess of $110 million.

The Division provided direction to warehouses around the state and used its $17.7 million budget to fill more than 5500 orders from the main Caltrans warehouse in Sacramento. Staff completed training on CalCard procedures, leading to a reduction of errant CalCard charges from 0.68 percent last year to 0.33 percent this year.

The Architectural and Engineering Contract Section added many Web-based tools to its Resource Center, including the "A & E Handbook," "Instructions for Consultant Selection Committee Participation," "A & E Amendment Information," "Task Order Procedures," "Audit Guidelines," and "Purchasing Guidelines for A & E Contracts."

The Department exceeded its goals for small business and disabled veteran business participation in its contracting efforts, support and use of streamlined processes for small business procurement and service contracts.

Division of Human Resources

Examination and Recruitment Services completed nearly 150 exams, including 65 under the Managerial Selection Demonstration Project. Staff also provided examination training to more than 70 supervisors and managers.

The Adopt-A-School program was implemented at four of the Department's adopted schools. In District 6 (Roosevelt High School in Fresno), 30 Caltrans advisors assisted with 14 physics classes a week. District 6 also conducted the largest departmental tour (more than 300 students) from Roosevelt High School.

The Department's Safety program reported an 8.9 percent decline in illnesses and injuries over the last five years, contributing to the Department's goal of having the best traveler and employee safety record in the nation.

The Wellness program spearheaded the Department's efforts to raise nearly $23 000 in the American Heart

Walk fundraiser. The Department received the Top Team Achievement Award, ranking first in the state.

The TOPSS (Transportation Operations and Project Support System) project team developed a new online time reporting system to replace the former system for more than 18 000 employees. The Staff Central portal was developed to provide information, tools and resources to support employees as they began using the new system. The TOPSS project team continued work on applications that will monitor and manage license and certification requirements and workers' compensation cases.

Transaction Services reported that outstanding salary advances had been reduced by 63 percent, with more than $800 000 recouped for the Department. Staff also implemented a Position Tracking Automated System known as PTAS, with 65 percent of districts and divisions now having access. A "leave balance" email box allowed employees to resolve leave balance issues.

School children visit the Caltrans Farmers Market complex as part of the Kids to School program (above).

Students at Oakmont High School in Roseville visit a display as part of the Department's Adopt-A-School program (below).

The FasTrak automatic toll collection system at the Carquinez Bridge in District 4 helps to keep traffic moving.

The Deputy Director of Finance provides executive oversight for five divisions that work to manage the Department's funds and keep track of its many projects and improvements. They are the Divisions of Accounting, Budgets, Innovative Finance, Transportation Programming, and Traffic Congestion Relief Program.

Division of Accounting

The Division of Accounting provided a wide range of financial and accounting services that helped the Department to fulfill its mission of improving mobility across California. The Division completed its mandate with a staff of 420 and a budget of $30.5 million.

The Division pays the Department's employees. The Division disburses funds to the vendors and contractors who provide goods and services needed for our day-to-day operations, along with billing and processing federal and local receipts and collecting debts owed to Caltrans.

The Division also produces the financial statements and reports that are required to support the state's multi-billion dollar transportation program. In the first 11 months of the fiscal year, it paid nearly 800 000 vendor invoices, billed and collected annual revenues, abatements and reimbursements of $3.4 billion and monitored and prepared financial statements for 24 different funds.

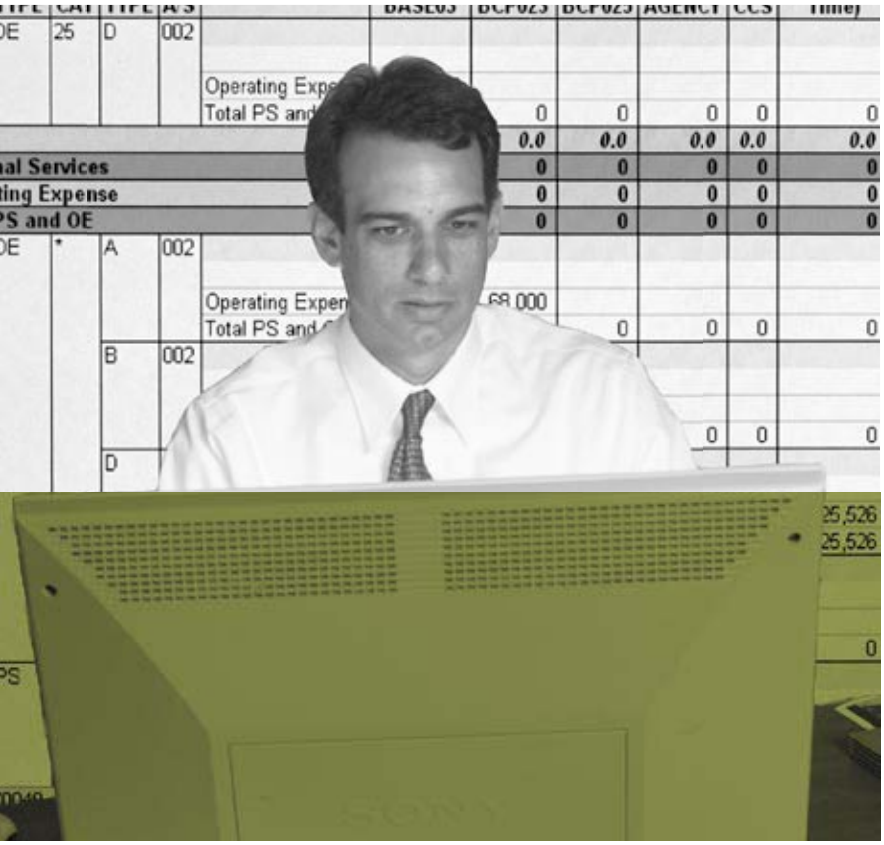
Despite the state's fiscal challenges, the Division has continued to respond to legislative mandates such as the Prompt Payment Act, a state law that requires vendors to be paid by the state within 45 days.

The Division accepted the Automated Toll Collecting and Accounting System (ATCAS), also known as FasTrak. The Division of Accounting oversaw this multi-year and multi-million dollar project which resulted in the installation of electronic toll lanes on all seven state-owned toll bridges in the Bay Area.

Accounting employees received Superior Accomplishment Awards for two projects. One team received recognition for developing a process to identify and recover the cost of unused airline tickets. Another team won acknowledgement for its work on the Purchase Card Accounting and Requisition System (PCARS), which automates payment for CalCard purchases.

The staff training covered subjects such as Prompt Payment Act, travel regulations, utility payments, Draft Purchase Order (DPO) process, conference regulations and PCARS processing (which is used to authorize and record CalCard purchases).

The Division celebrated the planning and coordinating of its 1000th conference this year and helped to save the Department $900 000.



Numbers and graphs characterize the daily work in such functions as finance, accounting and programming.

Division of Budgets

The Division of Budgets strives to simplify transportation financing and promote the efficient use of resources by improving customer service and teamwork with clients, providing timely analysis of the Department resources, and developing a strategy for the use of federal resources in transportation financing.

During the fiscal year, the Division had 67 employees and an allocation for salaries and operations of $5.9 million. However, $714 000 of that amount was a one-time contract with the Board of Equalization for a tax evasion study.

The Division has played a key role in facing the challenges of a difficult fiscal year. For example, the Division prepared a "cash forecast" of the State Highway Account (SHA) and presented it to the California Transportation Commission (CTC) in December 2002. The forecast indicated the fund was spending at a rate that would exceed available resources by June 2003. Based upon the report and recommendation, the CTC suspended allocations from the SHA in December 2002.

The Division provided guidance to the Department and the CTC on the status of the SHA's available funds during the fiscal year. Based on the Division's March 2003 forecasts, the CTC developed a plan that allowed for the allocation of $1.8 billion in projects for Fiscal Years 2002-03 and 2003–2004.

In conjunction with the Accounting Division, the Division of Budgets staff monitored the SHA's cash flow, helping to avoid the need for a General Fund loan during the year, which earlier forecasts had suggested would be needed.

In other money saving strategies, the Division obtained a year's extension for emergency relief projects that had not gone to construction. It also made maximum use of federal funds through a vigorous review of all prior federal obligations for unused authority, as well as the efficient use of current federal funds.

The Division also collaborated with districts and other divisions to put into place significant budget reductions and realignments totaling more than $100 million in the fiscal year, and assisted programs to restore resources.

Division of Innovative Finance

Operating with 14 employees and a $700 000 budget, the Division of Innovative Finance has two primary responsibilities, to implement various financing mechanisms for advancing transportation projects and to develop a financial management system to replace redundant and outdated financial database systems.

The financing mechanisms consist of three federal programs: the Transportation Infrastructure Finance and Innovation Act (TIFIA), Transportation Finance Bank (TFB), and Grant Anticipation Revenue Vehicles (GARVEE). It also includes two state programs: the State Highway Account (SHA) Loan Program and the Office of Public/Private Partnerships.

The U.S. Department of Transportation approved a $450 million TIFIA loan to finance a portion of the work required under the Toll Bridge Seismic Retrofit program, including replacement of the East Span of the San Francisco Oakland Bay Bridge. In addition to this loan, approximately $1.2 billion in toll revenue bonds will be issued.

To date, the California Transportation Commission (CTC) has approved three proposals for GARVEE financing. The program provides financing to eligible transportation projects, which will be repaid from future federal receipts. The CTC has programmed GARVEE funds for the Interstate 15 Managed Lanes Project in San Diego County, the Interstate 880/Coleman Interchange and State Highway 87 North and South projects in Santa Clara, and the 91/215/60 Interchange in Riverside. Approximately $548 million in GARVEE bond proceeds will be used to complete the $935 million funding plan for these projects.

To improve transportation delivery the TFB program offers flexible, short-term loans with below-market interest rates to public entities and public/private partnerships. The CTC has approved the program, and the state's portion of the federal match has been incorporated into next year's budget.

The Financial Management System (FMS) project has worked with the Divisions of Budgets, Accounting and Procurement and Contracts to complete a review of their business processes.

Division of Transportation Programming

Transportation programming is the process of setting priorities for funding projects envisioned in long-range transportation plans and committing revenues over multi-year periods to those improvements.

The Division of Transportation Programming serves as the link between the Divisions of Transportation Planning, Budgets, and Project Development. The Division assembles all proposed projects including mass transportation and inter-city rail projects identified in transportation plans, sets priorities and funding levels, and proposes the projects for funding to the CTC.

One of the smallest divisions in the Department, with a staff of 44 people and an annual budget of $3.6 million, it has the responsibility for managing the programming of transportation projects. The Division manages two main state programs, the State Transportation Improvement Program (STIP), and the State Highway Operations and Protection Program (SHOPP), along with one main federal program, the Federal Statewide Transportation Improvement Program (FSTIP).

The Division programs new Caltrans projects through the State Transportation Improvement Program.

Finance

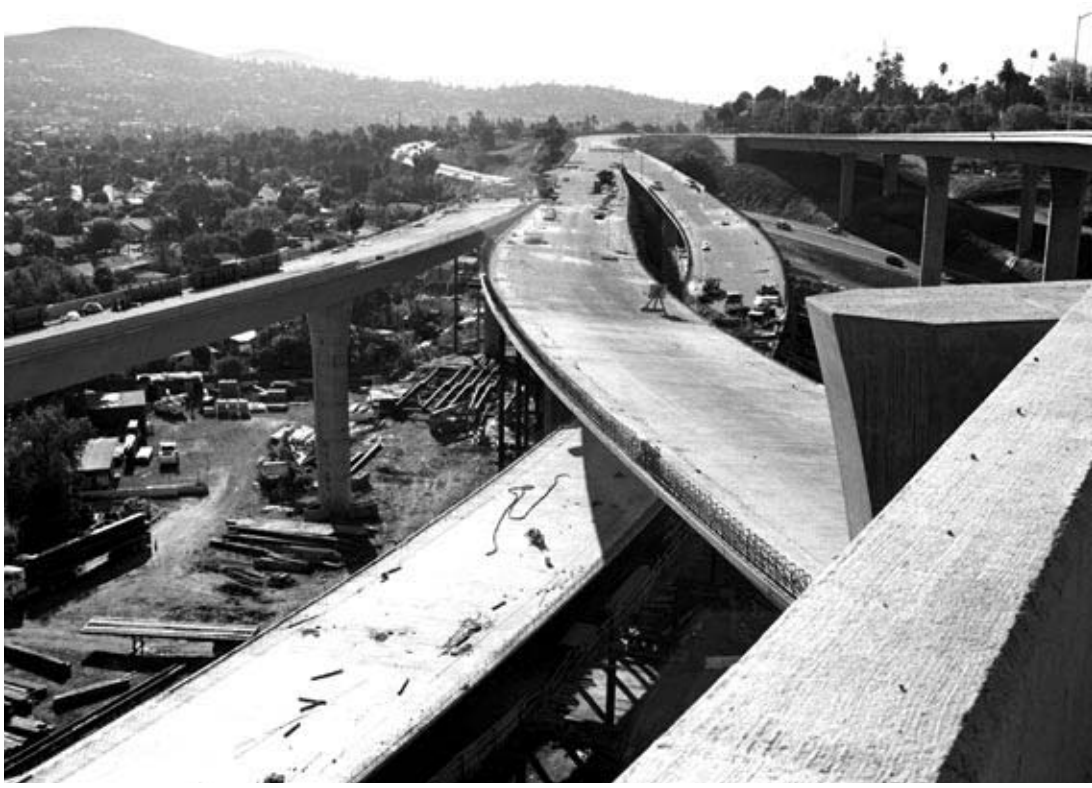
Last year brought some challenging developments. Project delivery soared, and in so doing, brought the State Highway Account (SHA) down to the lowest balance in years. In response to this shortage of cash in the SHA, the CTC suspended all allocations in December. Plans were developed for both the STIP and SHOPP. Allocations resumed in April and projects continue to be delivered as programmed.

The current STIP has more than 1600 projects for a total programmed amount of approximately $10 billion. During the fiscal year, more than 460 projects in the STIP were delivered for a total of more than $1 billion. In the SHOPP, there were $750 million in projects delivered and allocated. In addition, the SHOPP funded $43 million in emergency projects and $27 million in new safety projects.

The Division also processed the FSTIP and received approval from the Federal Highway Administration. State transportation projects must be in the FSTIP to be eligible for federal funding.

The Division is also responsible for developing and maintaining the California Transportation Improvement Program System (CTIPS), a database to manage projects in the STIP, SHOPP and FSTIP. The system is designed to provide information to programs and stakeholders about a project's status.

The Traffic Congestion Relief Program, in its third year, funded projects to move traffic and goods more efficiently on the state transportation system.



Traffic in the San Diego region will benefit from work on State Highway 125.

The Traffic Congestion Relief Program

The Traffic Congestion Relief Program (TCRP) completed its third year of managing the Governor's historic investment of $6.8 billion to ease congestion on some of the state's busiest commuter routes and goods movement corridors. The 10-person staff assisted internal and external project management and delivery staff in financing, managing and delivering the 141 projects.

The year began with a celebration of significant accomplishment followed by a period of financial uncertainty. The TCRP faced declining revenues as a result of the continuing deficit in the state's General Fund. The TCRP was able to allocate an additional $85 million in new funding during the first half of the year, totaling some $1.5 billion at work on 126 of the 141 TCRP projects.

With the funding provided to date, 10 of the projects in the program have been completed. Another 18 projects have made significant progress. Of the remaining projects, 24 have reached construction or procurement stages. Combined, 37 percent of the program's projects have reached the implementation stages.

Caltrans Information Technology

The four divisions under Caltrans Information Technology (Caltrans IT) have approximately 300 staff and a $74 million annual budget to support and maintain IT initiatives that are critical to the success of the Department's mission, goals and objectives. Headquarters Information Technology is functionally responsible for all IT products and activities throughout the Department. It develops, adopts and implements all policies, procedures and methodologies necessary for the efficient and effective operation of the Department's IT and telecommunications services.

It is further operationally responsible for developing and maintaining enterprise-wide software applications, the Department's networking and computing infrastructure, including the administration of an $11.9 million Interagency Agreement with the Teale Data Center.

Division of Resource Management

The Resource Management Division is a customer support organization responsible for the administration of Caltrans IT's annual budget. The Division provides a wide range of administrative and fiscal support services. These services include developing and administering the procurement of goods and services for Caltrans IT staff, employee skills assessment and training plan development. They also include recruitment, hiring and position management activities, and all aspects of budget development, resource tracking and reporting.

Division of Program and Project Management

The Program and Project Management Division (PPMD) was established on July 1, 2002, to strengthen the Department's ability to manage its IT resources and projects at an enterprise level. The new Division emphasized strategic planning and IT project management, establishing standard IT metrics, methodologies, processes and tools, and enhancing project risk management and oversight. The Division provides services to the Department's 12 districts and its Headquarters divisions. It also acted as the primary IT focal point for communications with the Departments of Finance and General Services.

Division of Enterprise Applications

The Enterprise Applications Division (EAD) developed and maintained approximately 110 major IT applications that process important management and technical information on behalf of the Department's divisions and districts. These applications ranged from older mainframe systems that process vital financial and engineering information to newer technology Web- and GIS-based systems that track issues ranging from highway inventory to traffic speeds. The Division provided services for its clients through four offices supporting project delivery, maintenance and equipment, traffic operations and planning. In carrying out its function, the Division used modern application development tools to establish efficient development processes and standards.

Four divisions within Caltrans Information Technology keep computers, and therefore the Department, running smoothly.

IT

Division of Network Operations

The Network Operations Division is responsible for the analysis, design, configuration, and maintenance of computer and network operations serving the Department's major locations. These networks are supported by standardized cable and wire, personal computers, local area network file and print servers and office automation.

In addition, the Division provides desktop and UNIX server support, video teleconferencing (VTC) and statewide coordination of telecommunication services.

This Year's Accomplishments

- The Resource Management Division implemented the new IT budget framework, which included a Plan-Capture-Manage (PCM) model for planning, budgeting and detailing expenditure reporting for Caltrans IT labor and operating expenditures. The new framework included the implementation of the new Service Level Agreement (SLA) process that provides for the identification and negotiation of IT services and the associated costs.
- The Caltrans IT executed a contract to initiate the Caltrans Integration Study (CIS). The CIS will provide an enterprise conceptual architecture for financial information systems, and a financial information systems strategic plan that will provide a roadmap for the Department's financial information system's future. The project will review existing financial systems and the following four specific proposed systems: California Transportation Infrastructure Funding System (CTIFS), Caltrans Land Management System (CLMS), Construction Management System, Phase 1 (CMS1), and Financial Management System (FMS).
- The implementation of Transportation Operations and Project Support System (TOPSS) has resulted in moving more than 18 000 employees from reporting time in a mainframe time reporting system and from paper timesheets to an electronic online time reporting system. Online time reporting improved access, accuracy and timeliness of reporting information. It provided a foundation for the future in such areas as training, benefits, and information about career opportunities.
- Using a commercial off-the-shelf software, Integrated Maintenance Management System (IMMS) provided an integrated system for the Division of Maintenance to plan, budget, schedule, report, evaluate and manage its use of labor, equipment, and materials from assignment through completion of work. The Department's IMMS IT team supported the continued implementation of the system in various districts, developed and implemented required functionality, and transferred all technical activities from vendor staff to the Department's IT staff.
- The Digital Highways Inventory Photography Program (DHIPP) revolutionizes the way the Department sees aerial imagery. It provided a technology that helped

staff do their jobs quickly and thoroughly, regardless of functional area, or whether they have been traditional users of aerial imagery or Geographic Information Systems (GIS). The system instantly brings color, high-resolution, geo-referenced digital imagery of the State Highway System to every employee with intranet access.

- An online Disadvantaged Business Enterprise (DBE) search enhancement was added to the Civil Rights Web site, which allowed contractors to identify certified DBEs. The improved Web site allowed contractors to perform an online search based on criteria, such as location and type of work.
- The Caltrans IT increased network security for monitoring and detecting threats to Caltrans resources. As part of this effort, a comprehensive tool was distributed to all district IT offices to scan and detect security vulnerabilities of computers, network, and printers.
- The wide area network group provided installation or movement of equipment to 35 sites statewide. This included the review and network redesign of several Headquarters sites. The overall backbone redesign provided greater network redundancy for the Farmers Market complex.

Caltrans IT develops and maintains the Department's software applications and computing infrastructure.

Maintenance and Operations

Four divisions are included under the Deputy Director of Maintenance and Operations. They are Equipment, Maintenance, New Technology and Research, and Traffic Operations.

Division of Equipment

The Division of Equipment is the Department's full-service vehicle and equipment rental enterprise. It manages the design, purchase, fabrication, maintenance and disposal of the Caltrans 14 000-unit mobile equipment fleet.

This diverse inventory is managed and supported by a staff of 728 in 12 main repair shops and 14 sub-shops throughout the state, as well as at the Headquarters facility. The Division was authorized to spend approximately $156 million this year.

Unlike most Caltrans divisions, the Division of Equipment does not receive an annual budget but sustains itself by acting as a rental agency to other divisions and programs. Rental rates are developed for all pieces of equipment.

The "Greening the Fleet," in the second year of a five-year program, has won various awards and received recognition from diverse organizations. Most recently, the Department received the 2003 award for "Exceptional Energy Fleet Award" from the Propane Council.

Caltrans crash tests damage trucks but help keep people alive.

Each year, highway workers are seriously injured or killed by errant drivers in work zones. Along with the Divisions of Maintenance, Research and Innovation, and Engineering Services, the Division worked to address this situation.

The Division designed a Mobile Work Zone Protection Device (MWZPD). The device can be towed to a work site, where it can be deployed to create a 30-foot long enclosed zone. Crash tests showed it is resistant to impacts of up to 45 mph. Hoping to employ it not only in California but in other states as well, the Division is ready to field test the device and hopes to protect it through a United States patent.

In close cooperation with Legal and the Divisions of Right of Way and Asset Management, the Division has been working to relocate District 7's main repair shop. It is a cooperative effort between the Department and the Los Angeles Unified School District.

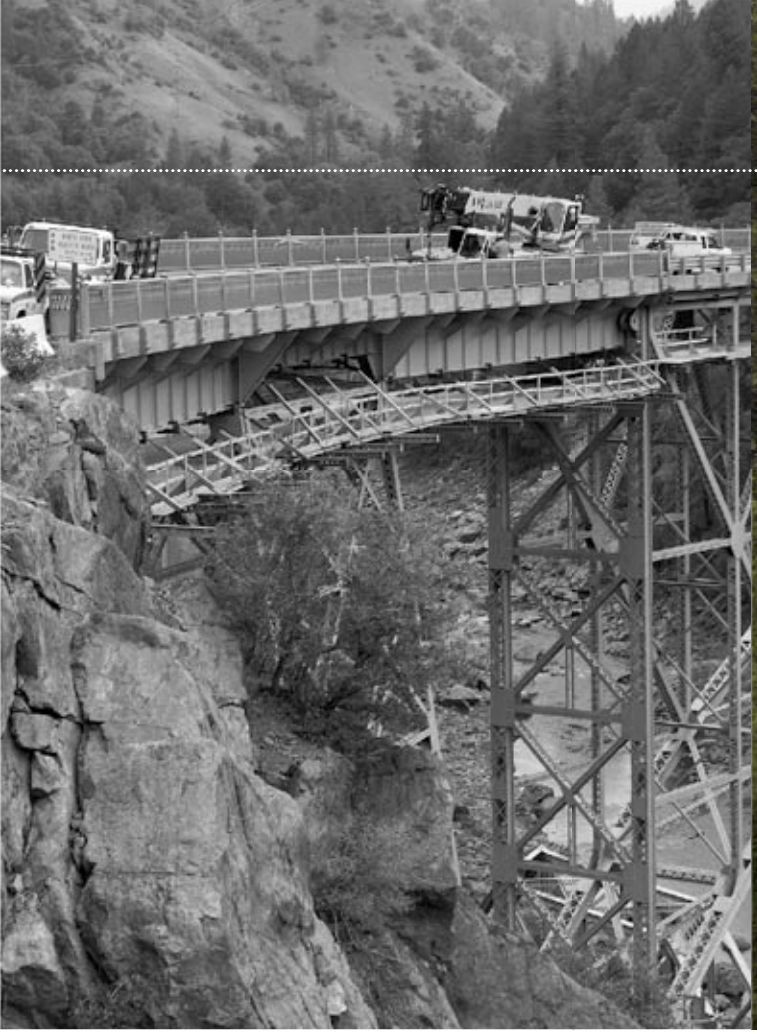
The Division has expanded its Caltrans Heavy Equipment Mechanic Apprentice Program. In light of the shortage of trained mechanics, this three-year program employs a six-semester, 36-chapter curriculum along with on-the-job mechanical training.

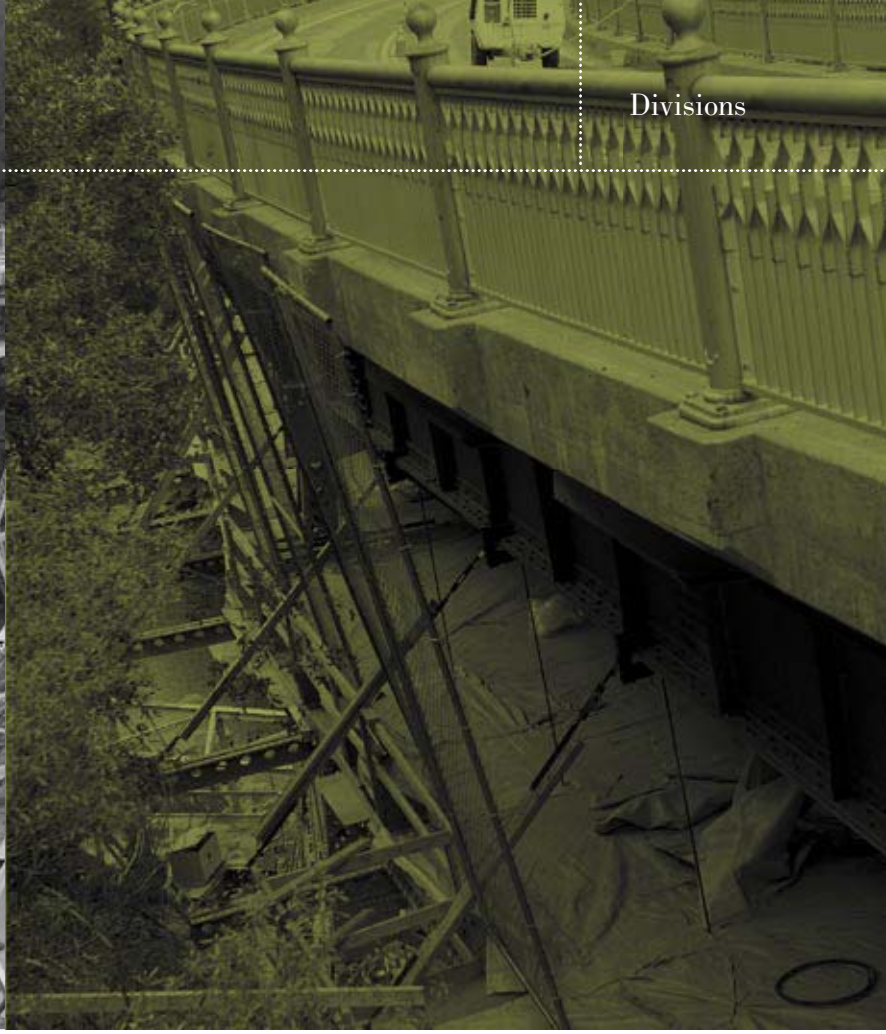
Division of Maintenance

The Division of Maintenance, the Department's second largest, has a $767 million budget and 5500 employees. It performs routine highway maintenance on roads and bridges to protect them from deterioration and ensure that the State Highway System is open and safe for the movement of people and goods.

The Division devises innovative methods to keep the transportation infrastructure safe, functional and aesthetically pleasing to travelers, while protecting the environment. It oversees a system of 12 312 state bridges, plus 12 076 local structures, 15 146 miles of highway and more than 230 000 acres of right of way.

The Division also managed the $4 billion State Highway Operations and Protection Program (SHOPP), which is responsible for traveler mobility and safety along with rehabilitation of roadways, bridges, roadsides and Department facilities. During the year, $327 million was allocated to the SHOPP for pavement repair, and 35 pavement rehabilitation projects totaling $188 million.





Maintenance workers performed earthquake safety work on historic bridges along Highway 70.

The Division also used the Highway Maintenance (HM) Fund to preserve pavement. During the year, HM programmed and delivered $61 million in roadway maintenance contracts.

To manage the State Highway Bridge Inventory, the Division's licensed engineers performed inspections in accordance with federal regulations. These inspections led to repairs that protect public bridges and safety. The Bridge Maintenance and Preservation Program guarded against bridge scouring, earthquakes (through seismic restoration) and everyday wear and tear.

During the year, the Division awarded 39 SHOPP projects worth more than $128 million to rehabilitate or repair more than 265 bridges. It also awarded 11 bridge maintenance projects, totaling approximately $6 million for 80 bridges. In addition, district forces completed more than $19 million worth of work.

The Division initiated the Warranty Pilot Program for Preventive Maintenance, which asked contractors to assume responsibility for the premature failure of materials and labor during the first year after construction.

Along with the Divisions of Design and Construction, the Division of Maintenance helped to develop innovative ways to reduce the use of herbicides and to reduce employee exposure.

Last year, the Department spent nearly $40 million fighting litter in part through the help of California Conservation Corps workers, court referrals, and various volunteers. The Adopt-A-Highway (AAH) program is the largest contributor to California's roadside campaign. With its 4200 groups (40 000 participants), AAH adopted out some 15 000 miles of highway, collected nearly 250 000 bags of litter, and helped the Department avoid $14.5 million in costs.

Electrical crews continued installing battery backup systems at all intersections. As part of the Department's Amber Alert effort, crews converted the incandescent Changeable Message Sign (CMS) inventory to xenon and Light Emitting Diode (LED) pixels.

The Division of Maintenance continued its focus on employee and traveler safety. Since July 2002, when the Department redeveloped its goals to include safety, employee injuries have decreased by more than 10.5 percent. The Divisions of Equipment and Maintenance have developed a worker protection barrier, the first of its kind

in the nation. Ten of 12 Governor's Safety Awards went to Division employees.

The award-winning "Slow for the Cone Zone" campaign was expanded to media markets in additional districts. And the Division established a Critical Incident Stress Management Program to help employees recover from traumatic events in the workplace.

As a result of severe winter storms, the Division initiated and won approval for a Governor's proclamation declaring 15 counties in a state of emergency. Those actions ultimately resulted in federal approval for $26 million in reimbursements.

The Division of Research and Innovation

The Division develops and advances promising transportation research, resulting in products, materials, processes and technologies to improve mobility across California. The Division serves Caltrans districts and divisions as well as transportation agencies.

Car Link II Pilot Deployment

Car Link II was the second phase of a commuter-based carsharing research program, which employed 18 compressed natural gas-powered Honda Civics. It served commuters at a CalTrain passenger rail station in Palo Alto and employees working at the Stanford Research Park.

EDAPTS Smart Transit System

The Efficient Development of Advanced Public Transportation Systems (EDAPTS) is a management and traveler information system using Intelligent Transportation Systems (ITS) solutions. Developed by Caltrans in partnership with California Polytechnic State University at San Luis Obispo (SLO) and the City of San Luis Obispo, the system features innovative solar powered bus stop signs, silent emergency signaling, and novel low-cost data communication links.

Advanced Snow Plow RoadView system

The Division completed a two-year field test of the system. Using an electronic vehicle (lane) locator and display system, RoadView allows operators to operate the snowplow even in "white-out" blizzard conditions.

Mobile Work Zone Protection System

The Divisions of Research and Innovation and Equipment worked on a mobile protection system, consisting of a tractor-trailer combination that extends into a 30 foot-long zone protector.

District 2 Queue Detection System

This system monitors on- and off-ramp traffic and warns motorists through changeable message signs (CMS) about poor conditions ahead. Benefits include reduced congestion and incidents at traffic hotspots.

The Department tested a new system that permits snowplows to clear highways in "white out" conditions.

The Caltrans Division of Research and Innovation worked with the state of Washington to help protect fish.

Test Bed for Evaluating Juvenile Fish Passage through Culverts

Caltrans performed a joint study with out-of-state agencies on transportation and fisheries. The coalition constructed a test bed for culverts at the Washington Department of Fish and Wildlife's Coho salmon and steelhead rearing facility near Tenino, Washington. The team hopes the study will result in culvert designs to pass water downstream while preserving juvenile fish upstream.

Design Ground Motion Library

The GeoResearch Group recently launched a new project, the Design Ground Motion Library. It will develop a library of ground motion recording that can model an earthquake's effect on bridges and other transportation infrastructure.

Research Selection Process

The Division developed a comprehensive process for identifying, selecting, monitoring and implementing research. Panels will develop research topics, and a steering committee will develop multi-year research plans and set research priorities.

Division of Traffic Operations

The Division of Traffic Operations is responsible for three goals: Safety (achieving the best safety record in the nation), productivity (improving the efficiency of the transportation system), and reliability.

Safety

The key objectives in implementing the Department's safety goals are expediting delivery of safety projects, forming partnerships to modify driver behavior, and using data to target improvements in employee safety and signage.

The Division completed about 10 000 traffic safety investigations statewide this year, of which 15 percent recommended improvements. The Division estimated a total collision cost saving of $2.5 billion for the 107 major and minor projects identified this year.

The Safety Academy's five-day training course resulted in 120 engineers and technicians learning about techniques of designing and building safer highways.

Through the Division's work, the Department achieved an excellent safety record of issuing error-free transportation permits for the past two and half years, issuing 180 000 a year. The Transportation Permits Management Systems (TPMS) is now being tested, and should help eliminate human errors in issuing permits.

Beginning in 2000 the Division undertook a major effort to install 25 000 new signs for 2500 state highway structures with vertical clearances of 15-feet-6-inches or less. It also completed installations in Districts 1, 2, 3, 6, 9 and 12, equal to 45 percent of the signage. Work continues in other districts.

The Division was a pioneer in using changeable message signs (CMS) to display Amber Alert messages. During the year, the Department and the California Highway Patrol made the system faster and more effective in broadcasting child abduction information.

Caltrans, with more than 1100 miles of carpool lanes, has approximately 40 percent of such lanes in the United States (below).

(Inset): California has been a leader in informing motorists about child kidnappings through the Amber Alert system.

Productivity

During the year, the Department added more than 140 miles of HOV (carpool) lanes for a total of more than 1100 miles.

The Loop Detector Fitness Program recently awarded a three-year contract to address and repair loop detector stations statewide. These stations are intended to collect vehicle data on a real-time basis for several applications.

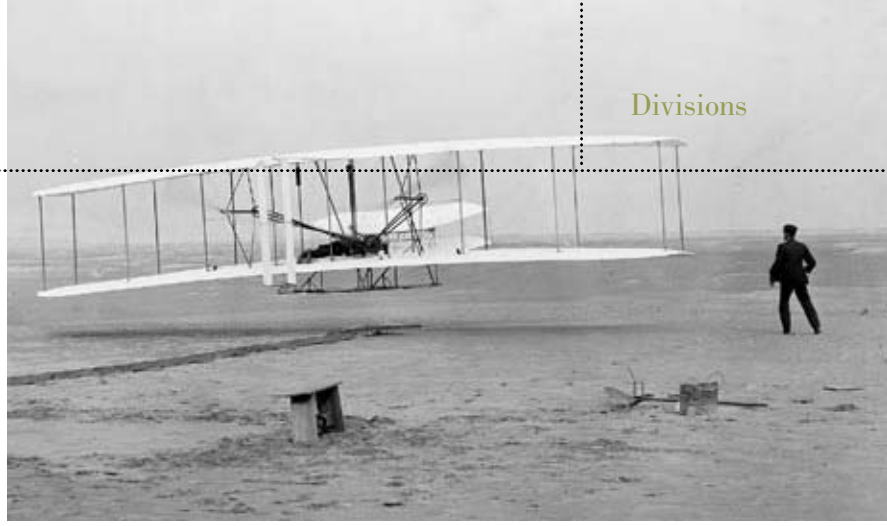
Reliability

The key objectives for the Department's reliability goal are incident management, a lane closure system, signage, and an effective transportation management plan.

The Division and the CHP created a joint agency task force to reduce congestion and collisions caused by major incidents on state highways. As a result, the Department has adopted a 90-minute roadway clearance goal and directed each district to develop a plan.

The Division created a database on the Internet for exit numbers along Interstates and other sites where signs have been installed. Since 2002, about 1000 signs have been placed at some 530 freeway exits. The Division also prepared a signing plan for Exotic Newcastle Disease in cooperation with the Department of Food and Agriculture and the CHP.

Traffic Operations also supported District 4 and other Bay Area transit projects in making transit a more practical travel option. In partnership with the Metropolitan Transportation Commission, the Division assisted in deploying the toll-free "511" telephone number for travel/transit information in the San Francisco Bay Area. The Division also redesigned the Southern California 800-COMMUTE system with network technology to save close to a quarter million dollars in annual telephone charges.



The Deputy Director of Planning and Modal Programs has oversight of the Divisions of Aeronautics, Local Assistance, Mass Transportation, Rail, Transportation Planning and Transportation Systems Information.

Division of Aeronautics

The Division of Aeronautics works with a number of other agencies to develop, preserve and support a safe, environmentally sensitive and economically supportive aviation system within the state. The Division fulfills this overall mission by issuing operating permits and conducting safety inspections of airports and heliports. It also issues grants to general aviation airports for safety and capacity enhancements. And it develops the California Aviation System Plan to identify future trends in airport usage and to determine future system safety and capacity enhancement needs. It has 28 staff and an operating budget of $3.2 million.

Partners include public- and special-use airports, hospital heliports, regional planning agencies, state and federal aviation organizations, and local regional, state and federal agencies.

The Division provides airports and heliports with technical assistance in design, maintenance and administration. It develops plans to coordinate the overall state aviation transportation system. Grants and loans are provided for airport development, maintenance and planning to public entities such as cities, counties, airport districts, and airport land use commissions.

San Diego aviator Martha King helped the Caltrans Division of Aeronautics commemorate 100 years of powered flight.

The Division of Aeronautics included 59 projects valued at $18 million in the California Aid to Airports program. The Division awarded $6.7 million in grants and loans to airports.

During the last year, the Division administered the California Airport Noise Regulations and coordinated environmental planning with cities and counties. Staff performed 1164 safety actions, including evaluating proposed school sites, conducting airport and heliport safety inspections, and providing authorization for helicopter landings at schools.

Legislation created the San Diego County Regional Airport Authority to study the best way to accommodate increasing air passenger and cargo demand in San Diego County.

The Division conducted six regional workshops with more than 300 attendees on airport land use law for local and regional planners. The workshops focused on the 2002 update of the "Airport Land Use Planning Handbook." The Division has recently published "Aviation in California: Benefits to our Economy and Way of Life."

California began celebrating the Centennial of Flight in recognition of the achievements of the Wright brothers, who introduced controlled, powered flight to the world on December 17, 1903, at Kitty Hawk, North Carolina. The Division, in cooperation with state and national aviation organizations, commemorated the event at the Golden State Museum with a presentation to Martha King, a world-renowned aviator from San Diego.

All aboard! The Caltrans Kids 'n' Trains program encouraged schoolchildren to ride the San Joaquin passenger rail route.

Division of Rail

The Division of Rail manages and coordinates intercity rail passenger services that help to improve the state's air quality and reduce highway congestion and fuel consumption. More than 3.6 million people used California's state-supported trains in 2002.

The Division manages two state-supported routes run by Amtrak: the San Joaquin, the fifth-busiest route in the Amtrak system, and the Pacific Surfliner, the second most popular route in the country.

The Division also provided state funds to the Capitol Corridor Joint Powers Authority, which oversees the Capitol Corridor trains operating between San Jose/Oakland and Sacramento/Auburn. Ridership is up on all three state-supported routes.

The Division of Rail performs long-range planning, coordinates with Amtrak on operations issues, administers the state rail program marketing contract, procures and manages the rehabilitation of equipment and works with local agencies to manage the capital program for projects on the San Joaquin and Pacific Surfliner routes.

The Pacific Surfliner had particularly strong ridership growth with the initiation of the "Rail-2-Rail" program in Southern California. Under this program, Surfliner passengers and Metrolink monthly pass holders can ride either Surfliner or Metrolink trains along the corridor jointly served by the systems. The program has resulted in ridership increases for both services.

Three major capital projects are now under contract on the San Joaquin route. The $65 million Oakland Maintenance Facility broke ground in November 2001. The $27 million Calwa to Bowles double-tracking project is underway, and a $29 million project is under contract to install a centralized train control system and complete other track improvements between Pittsburg and Antioch.

The Los Angeles-to-San Diego (LOSSAN) Draft Strategic Plan was released for comment in April, and is being finalized. The plan makes recommendation for capital improvements over the short, medium, and long term.

The projects would improve travel times, capacity and reliability along the route and provide guidance for the LOSSAN Program Environmental Impact Report (EIR), which will become part of the Draft EIR for the California High-Speed Rail Authority's statewide high-speed rail proposal.

Youngsters helped Caltrans train ridership increase to more than 3.6 million people during the year.

Division of Local Assistance

The Division of Local Assistance improves mobility statewide by helping local agencies deliver transportation projects effectively. Called a "department within the Department," the Division is one of six under the Deputy for Planning and Modal Programs.

Local Assistance coordinates with more than 600 agencies in overseeing over 5000 active projects and authorizes more than 1000 new projects every year. It manages in excess of $1 billion a year from federal and state programs on behalf of cities, counties and regional agencies.

The Division manages more than a dozen programs. They include Congestion Mitigation & Air Quality, Regional Surface Transportation, Highway Bridge Replacement and Rehabilitation, Local Seismic Retrofit, the Transportation Congestion Relief Exchange Act, Transportation Enhancement Activities, Environmental Enhancement and Mitigation, Safe Routes to School, Bicycle Transportation Account, Pedestrian Safety, Emergency Relief and the Hazard Elimination Safety programs.

Caltrans helped local communities deliver attractive and functional projects such as the Watt Avenue Bridge in Sacramento.

It assists local agencies in delivering projects in the State Transportation Improvement Program (STIP) and State Highway Operation and Protection Program (SHOPP).

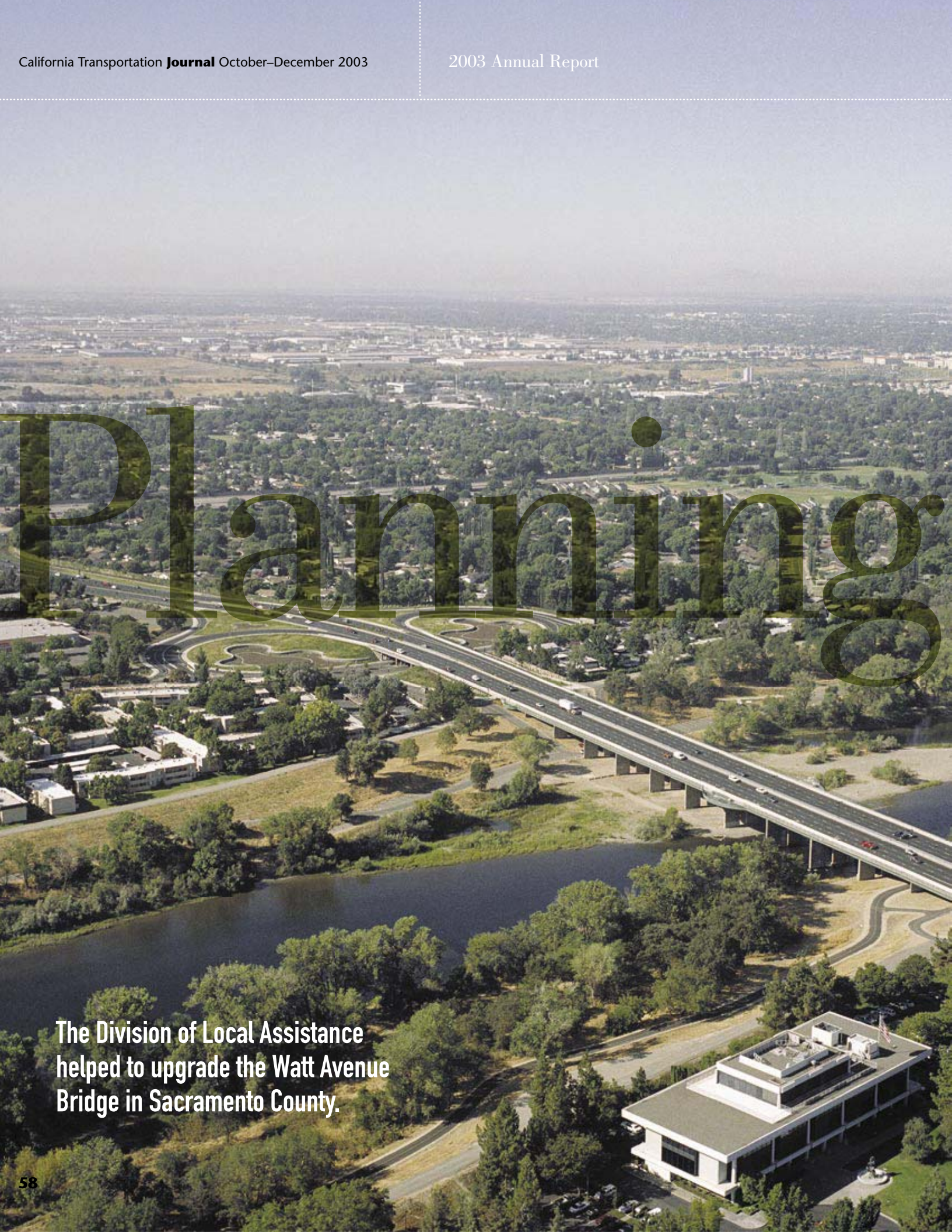
For example, the Watt Avenue Improvement Project in Sacramento is typical of projects for which the Division provided project development support and funding. Good local agency planning helped the project move through all phases and resulted in minimal disruption to vehicular and pedestrian traffic. This $17 million project improved safety and traffic flow, added better bicycle and pedestrian access and beautified a transportation corridor that carries nearly 100 000 vehicles per day.

In support of non-motorized transportation, the Division printed a brochure on bicycling, collaborated with public agencies to provide bicycle and pedestrian safety materials to schools, assisted in a pedestrian safety media campaign and continued to develop a state bicycle and pedestrian plan.

The Division balanced conservation with improving mobility and delivered 100 percent in the Environmental Enhancement and Mitigation program, which funded the planting of hundreds of trees to reduce pollution and enhance air quality.

The Division continued to streamline processes for projects. It provided tools for local agencies and posted them on its Web site. They included a "Simple Projects Guidebook" on the federal-aid process, a compilation of "Streamline Delivery Best Practices," and "Sample Work Plans" showing a schedule of project tasks and time requirements.

Planning



The Division of Local Assistance helped to upgrade the Watt Avenue Bridge in Sacramento County.

Division of Mass Transportation

With approximately 115 employees and a $10 million budget, the Division of Mass Transportation funded urban, rural, and interregional public transportation, including transit for elderly and disabled persons. The Division administered funds for a variety of transit modes, including passenger trains, buses, ferries, and paratransit vehicles, as well as transit facilities and equipment.

Accomplishments and Initiatives:

The Division recently restructured, expanding its focus on outreach and transit advocacy. It also improved staff training and information sharing and established state regional coordinators to provide direct interaction with district transit representatives and staff.

The Division of Mass Transportation worked with other agencies to secure $152 million for the new Bay Area Rapid Transit extension to San Francisco International Airport.

In a partnership with the Department of General Services, the Division awarded a contract for modified paratransit/transit vans for local agencies. The contract helped purchase 550 vans and buses worth $31 million. It also delivered 186 new paratransit vehicles to agencies that provide transportation for the elderly and disabled.

The Division identified transportation obstacles facing welfare recipients and low-income individuals and formed a statewide committee to address Job Access and Reverse Commute (JARC) issues in California.

To support California's role in agriculture, the Division's $8 million Agriculture Industry Transportation Services pilot project expanded to cover four counties. It is an $8 million, multi-year project for safe, affordable, and reliable transportation for Central Valley farmworkers. A safety program also educated farmworkers in the Central Valley about the dangers of driving without seatbelts and/or while under the influence.

The Division received 17 project proposals for carsharing projects and secured $407 000 to assess and map park and ride lots and carpool enhancements for transit.

The Caltrans Division of Mass Transportation helped with programs to renovate the San Francisco Ferry Building (above) and to plan and build the Sacramento Regional Transit light rail system (below).

A truck speeding down Highway 99 represents a part of the Caltrans emphasis on goods movement.

Division of Transportation Planning

The Division of Transportation Planning (DOTP) manages the statewide planning program with a $189 million budget and nearly a thousand staff, supporting planning activities in the districts and other divisions. It also assists with decision-making for multimodal transportation investments, including project selection and delivery and system operations. It helps to evaluate alternatives leading to transportation solutions. Nine offices help manage the statewide planning program.

Advanced System Planning, in concert with the Division of Traffic Operations, is developing a comprehensive corridor plan to integrate transportation planning, traffic operations and other functions into a coordinated planning and development approach. This effort included preparing an inventory of ongoing studies that analyze traffic statewide.

Goods Movement developed an analysis of freight trade volumes and their national benefits, at the request of the Business, Transportation & Housing Agency.

Policy Analysis and Research developed the Policy Directive on Transportation Energy Efficiency and Conservation. It produced the "Environmental Justice Desk Reference" and executed 20 agreements for environmental justice grants. The office also initiated the California Intelligent Transportation System (ITS) architecture and system plan.

Projects/Plans Coordination provided direction for Project Initiation Documents (PIDs), which detailed project scope, cost and schedule that the Department and regions can use to improve the interregional movement of people and goods. The office completed 208 PIDs, valued at $4.7 billion. It also collaborated with other divisions to incorporate context sensitive solutions, environmental justice, Native American concerns, goods movement and multimodal considerations into PID development.

Professional Development administers the second largest employee rotation program in the Department. More than 50 planners have completed rotations, up from 30 last year. The office delivered four Transportation Planner Academy sessions, training 167 Caltrans and 27 external agency employees.

State Planning, in collaboration with transportation system users, public and private decision-makers, and transportation providers, developed the draft California Transportation Plan (CTP). The CTP is a statewide, long-range transportation plan that will guide transportation decisions and investments in the 21st century.

Planning

Division of Transportation System Information

With a work force of 54 and budget of $2.3 million, the Division of Transportation System Information (TSI) provides decision support services to the Department and outside customers. Services include developing technical planning tools, producing maps and analysis, converting data to useful information, analyzing performance and fiscal status of transportation systems and modes and collecting and maintaining roadway system classification and designation information. The Division also provides technical training and assistance to help customers do their jobs.

New Initiatives and Accomplishments:

The Geographic Information System (GIS) Management Committee developed a statewide GIS strategy and revised two reports, the "Route Segment Report" and the "State Highway Inventory," into one easier-to-use database.

The Division also completed the 2001 Household Travel Survey, compiled results, and responded to dozens of requests for information.

It initiated the global positioning system (GPS) component of the California State Household Travel Survey, the first large-scale GPS-enhanced travel survey of its kind.

The TSI developed a new multimodal statewide model in cooperation with Caltrans districts, regions, the Air Resources Board and a private consultant.

Caltrans initiated a large-scale GPS-enhanced travel survey.

Some of the Division's most important accomplishments include:

The Office of Travel Forecasting and Analysis sponsored the quarterly California Interagency Forum on Transportation Modeling, in which expert transportation modelers from public agencies around California heard presentations about improving modeling and other topics. The focus of the meetings was to discuss software improvements and share micro-simulation experiences.

The office began a review of transportation modeling intended to assess Headquarters' role in travel demand, air quality, and traffic microsimulation modeling. In partnership with Traffic Operations, TSI finalized guidelines to standardize microsimulation modeling, which will be the basis of a Federal Highway Administration (FHWA) national training course.

Transportation Statistics responded to dozens of requests for travel-related statistics including requests from the Governor's Office, Legislature, BT&H and Director's Office. It also completed the "2001 Household Travel Survey Final Report," "Truck Kilometers of Travel" and "Motor Vehicle Travel."

Highway Performance Monitoring and System Engineering consolidated some of the activities it previously shared with Local Assistance. The move reduced redundancies in retrieving federal aid highway information.

The Office of Geographic Information System developed the Bay Area Incident Response System (BAIRS) applications and put into place a process to integrate GIS with other Caltrans databases.

The Office of Performance Measures and Data Analysis shifted its focus from managing transportation data to translating data into useful information for decision making. This challenge includes developing and deploying data management tools to improve data quality and consulting with data users to provide them with the right data to meet their analysis needs.

Project Delivery

The Deputy Director of Project Delivery, also known as the Department's Chief Engineer, oversees six divisions, which range in function from construction and environmental activities to purchasing land for transportation improvements. They are the Divisions of Construction, Design, Engineering Services, Environmental Analysis, Project Management, and Right of Way.

The Division of Construction completed 510 projects valued at more than $2 billion.

Division of Construction

The Division of Construction continued its leadership role in improving the state's mobility by developing innovative and effective construction policies to build high quality, cost-effective and timely improvements to the transportation system. The Division, with a staff of 64 and an operating budget of $13 million, also played a key role in assuring consistent application of the Department policies throughout the state.

As the Department managed record levels of construction with nearly 600 ongoing contracts valued at almost $7 billion, the Division worked closely with district construction personnel to construct vital transportation projects throughout the state. During the year, approximately 2200 district associates oversaw completion of 510 projects valued at more than $2 billion.

To determine statewide strengths and weaknesses in construction policies and administration, the Division performed numerous process evaluations. They are summarized in an annual "Contract Administration Process Evaluation" report, which provides the basis for other divisions and districts to make improvements.

To improve contract time administration and to ensure that projects are constructed in the most effective and efficient manner, the Division developed processes and specifications to use "A+B bidding" on most large projects. This allows a contract to be awarded to the lowest bidder after both the construction and road users' costs are considered.

The Division put into place new procedures and specifications to resolve disputes earlier, in fact, shortly after they occur. The Division also increased its use of dispute review boards, which are independent panels of construction experts providing recommendations that benefit both the Department and contractors.

To help improve project plans and specifications, the Division started a revised coding system to determine the source of contract change orders. The system identifies the contract document and construction features that were changed. By improving plans and specifications, more construction projects will be completed on time and within budget.

Highway 125 in the San Diego area was one of the vital transportation improvements worked on this year.

Division of Design

The Division of Design advocates quality, cost-effective, multimodal transportation improvements to support the Department's mission to improve mobility throughout California. The Division supports and works in partnership with more than 3000 engineers in the districts and other divisions to develop and ensure consistent Department policies and standards throughout the state, from project inception through construction and project close out. The Division's staff of 75 accomplished its mission with an operating expense budget of $10 million.

This year, the Division focused on improving best management practices to expedite project delivery. The Division completed the update of the "Project Delivery Toolbox and Design Sequencing Guidelines," and addressed the critical need to develop context sensitive solutions through early collaboration with transportation partners.

The Division developed "The Design Information Bulletin #83," which provided guidance on culvert rehabilitation and replacement to ensure cost-effective solutions, maximum safety and minimal disruption to traffic. The Division also updated pavement guidelines for dowel bar retrofit, for rapid set concrete pavement, for slab replacement and for several design standard specifications and standard plans.

The Division also leads the way in value analysis for critical projects. The Department received the Federal Highway Administration's Most Outstanding Value Engineering Award for Ventura 101, from Mussel Shoals to La Conchita. The project also received the American Association of State Highway and Transportation Officials' (AASHTO) recognition for the Most Value Added Engineering Study. In addition, the Department won AASHTO Awards for the Most Value Added Process Study for the Right of Way Decertification Process Study in District 11, and the Innovative Engineering Study for the Oakland Bay Bridge East Bay Crossing Value Analysis.

Division of Engineering Services

The Division of Engineering Services has 2000 employees who provide engineering products and services to the Department's 12 districts and other clients. With a budget of $277 million, the Division provides a wide range of services, projects, products, and expertise including materials engineering and testing, Computer-Aided Design and Drafting (CADD) services, photogrammetry mapping, earthquake engineering, contract awards, geotechnical services, structures design and construction administration of structures.

The Division awarded 482 contracts this year, totaling more than $1.4 billion, including two seismic safety projects for the San Francisco Oakland Bay Bridge East span.

The Division continued to provide a high level of CADD and Engineering Geographic Information system (CADD/GIS) support. It trained 3400 Department employees, responded to 2500 hotline calls, and purchased computer equipment and services. Roadway design as-built plans were added to the document retrieval system for Districts 11 and 12, North Region and Central Region. Survey and right of way maps were also added to the North Region document retrieval system.

The Division of Engineering Services delivered 94 percent of its photogrammetry products within the time negotiated with the customer, beating its goal of 90 percent on-time delivery. The Division reduced the average duration of those products from 6.8 months to 4.2 months for the year, which surpassed the goal of six months.

Some accomplishments during this past year:

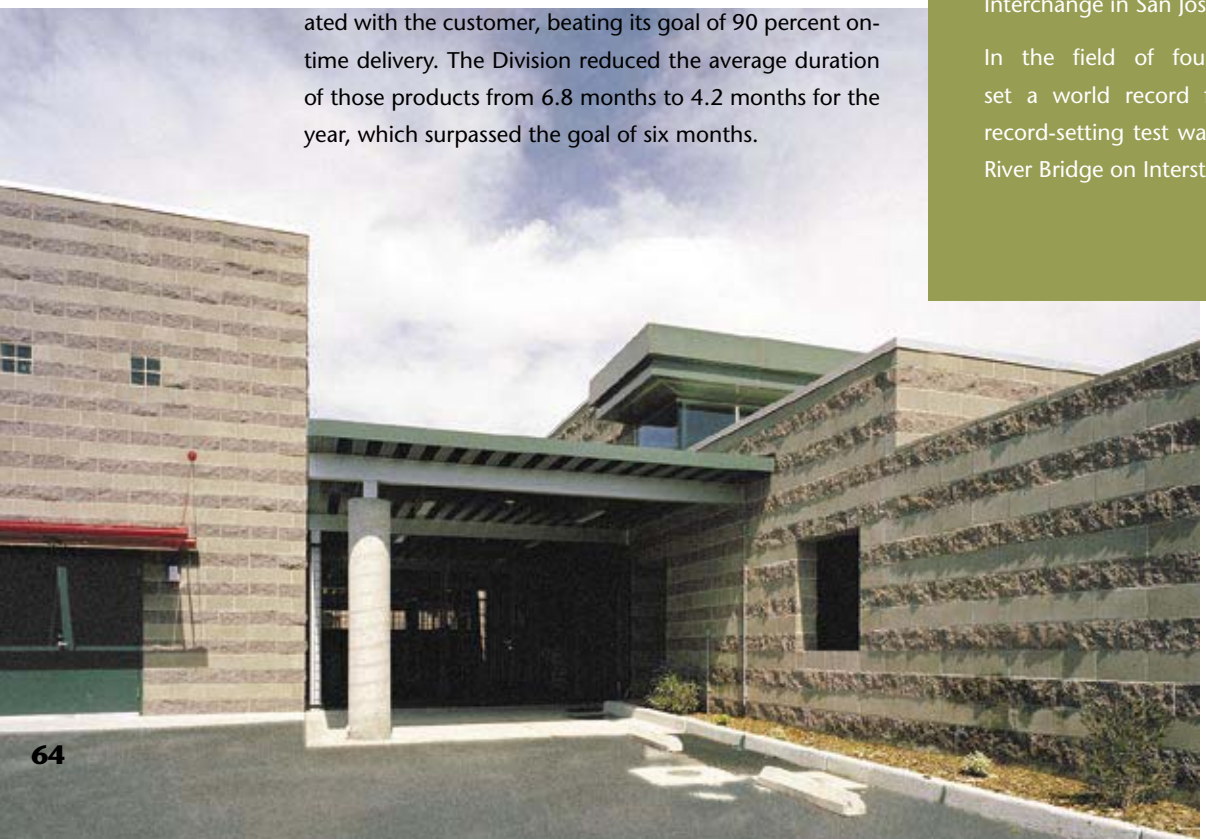
The Division delivered 184 structure projects this year with an estimated capital cost of more than $1.3 billion. This is a 36 percent increase in the number of projects delivered over the previous fiscal year.

The Division also made progress with digital photography. The Digital Highway Inventory Photography program debuted on the Web in March 2003. It provides intranet access to color digital images of the State Highway System, enabling employees to work more efficiently.

A statewide Laboratory Mitigation Plan was initiated this year. This plan involved representatives from Headquarters and districts to address laboratory safety, operations, materials testing, quality and maintenance. And the Division implemented a four-phase Translab Mitigation Plan, a project management tool to address facility needs, employee safety and project delivery demands at the lab.

Two of the Division's structures completed in 2002 received National Awards from the Portland Cement Association: The Truckee River Bridge and Overhead in Truckee and the Taylor Street Overcrossing/Urban Interchange in San Jose.

In the field of foundation testing, the Division set a world record for static pile load tests. The record-setting test was conducted at the Santa Clara River Bridge on Interstate 5 in Los Angeles County.



The Department opened the Tri-Bridge Maintenance Station at the Benicia-Martinez Bridge.

Division of Environmental Analysis

The Division of Environmental Analysis administers the Department's responsibilities under federal and state environmental laws and regulations. The Division develops and maintains Caltrans' environmental standards, policies and procedures, and assists the districts and the Department's transportation partners in identifying and assessing the environmental impacts of projects.

The Division's 86 employees provided leadership and partnership with the districts in such diverse fields as biology, archaeology, architectural history, community studies, noise, hazardous waste and water quality. Its operating expense budget of $67.4 million included approximately $48 million for the statewide storm water program to help prevent impacts to water quality from construction and operation of transportation facilities. Another $13 million was used to contract for a variety of environmental technical studies.

This year, the Division continued to streamline environmental compliance through process improvements, development of guidance and tools, and improved coordination and collaboration with the Federal Highway Administration (FHWA) and federal and state resource agencies. This year's accomplishments included:

- Expanded and updated the online "Standard Environmental Reference."
- Collaborated with FHWA, the State Historic Preservation Officer and the federal Advisory Council on Historic Preservation to shorten and simplify the historic resource compliance process.
- Established quarterly meetings with the U.S. Fish and Wildlife Service, the U.S. Army Corps of Engineers, the State Historic Preservation Office and the California Coastal Commission to coordinate environmental issues affecting the Department.
- The Division created a rotational program whereby Caltrans environmental staff members were assigned to FHWA for a six- to 12-month period.
- Initiated an update of the Historic Bridge Inventory, the first effort to systematically assess the significance of all state and local bridges since the 1980s.

The storm water program, a national leader in storm water research and applied studies, completed its award winning "Don't Trash Fresno" public education study, which will soon be extended statewide.

Faced with the challenge of driving piles for the new Benicia Martinez Bridge without killing fish from the shock of aquatic sound waves, the Division, in conjunction with District 4 Toll Bridge and Structures Construction, devised an innovative plan.

The Air Bubble Curtain acoustically decouples the vibrating pile from the water column, reducing pressure in the water. The "Bubble Tree" reduced in-water acoustic energy by more than 99 percent, lowering the number of fish killed.

The Division also completed a "proof of concept" pilot study for an interactive, Web-based Preliminary Environmental Analysis Report tool, a GIS application for identifying environmental issues at the project initiation stage. In addition, the Division's cultural resource staff continued to refine the process of using a magnetometer to help predict the location of sensitive underground archaeological resources.

District 12 staff performed environmental and archaeological studies for the Highway 133 widening project.

District 4 working on more than $4 billion in projects, including the widening of the San Mateo-Hayward Bridge.

Delivery

Division of Project Management

The Division of Project Management coordinates the Caltrans capital program. It is entrusted with delivering projects that satisfy customer needs and expectations, and with improving their performance.

The Division provides district project managers and other divisions with the capital outlay support required to deliver projects. It also develops statewide project management policy and leads the development of integrated workload tools and processes. During the year, the Division allocated 10 500 personnel years and $1.2 billion to other divisions and districts for capital outlay support. With those resources Caltrans delivered 574 projects valued at $2.6 billion.

With the help of the districts and several divisions, Project Management published four guidebooks: "Project Management Handbook, 4th edition," "Project Communication Handbook," "Project Risk Management Handbook," and "Guide to the Caltrans Project Delivery Work Breakdown Structure, Release 6.1."

The Division also introduced new Web sites concerning project phase close-out, lessons learned, and project financial management, and is in the third year of establishing its Capital Project Skill Development office.

In January the Division chartered a risk management implementation team with representatives from the district and Headquarters. It is under the joint sponsorship of the Divisions of Design and Project Management.

The team is developing a risk management implementation framework, which will enhance risk analysis and build upon the recently published "Project Risk Management Handbook."

Whether it's a winding country road or urban freeway, Caltrans must appraise or purchase transportation rights-of-way.

Division of Right of Way

The Division of Right of Way, with more than 60 staff members, provides real estate policy and technical assistance for approximately 750 employees throughout the Department's 12 districts.

The Division's two primary responsibilities consist of appraising and purchasing property rights and managing the Department's real property.

The purchase process requires an orderly relocation of affected families, businesses and utilities, as well as clearing properties for subsequent construction. Managing properties, including airspace and wireless properties, includes disposing of excess property.

The Division also has responsibility for monitoring right-of-way activities on federally assisted local streets and roads, acting as a steward for federal funds, and ensuring local compliance with state and federal rules and regulations when local funds are used on the State Highway System.

This fiscal year the districts delivered 239 right-of-way certifications, acquired approximately 1200 parcels and expended $185 million.

Right of Way is recognized for its leadership and innovation. In December, Chapter 27 of the International Right of Way Association (IRWA) named the Division as its Employer of the Year.

The Federal Highway Administration (FHWA) recognized the Division for its innovative certification of the Riverside 60/91/215 Interchange design sequencing project, which received attention across the country.

The Divisions of Environmental Analysis and Right of Way developed guidelines for funding pre-project capital costs, including mitigation. This will allow eligible mitigation-related right-of-way capital expenses to be approved prior to completion of the Project Approval & Environmental Document (PA&ED).

The Division has also developed improved processes for utility relocations. For the first time, it has established a partnership with the California Public Utilities Commission (CPUC). The two agencies are focusing on policies and processes that will allow smoother working relationships with utility companies. The Division's leadership also developed a new standard master contract. In cooperation with major utility companies, this contract will split utility relocation costs 50-50 and will result in more clarity on issues and fair treatment for all utilities. This simplified process saves both parties time and labor.

The Division of Engineering Services transferred its responsibility for railroad construction and maintenance agreements, and service contracts. All railroad project delivery contacts are now coordinated through the Division of Right of Way.

The Division led efforts to develop the Project Delivery intranet site, creating a common portal and appearance to the pages of all six Project Delivery divisions.

Stand-Alone Units

Five Caltrans entities stand outside the normal division structure and report directly to the Director of the California Department of Transportation. They are the offices of Audits and Investigations, Civil Rights, External Affairs, Information Security and Operational Recovery, and Legal.

Audits and Investigations

Audits and Investigations (A&I) met the challenge of a demanding workload with 61 positions divided among three sections: Internal Audits, External Audits, and Investigations.

Internal Audits assisted management by assessing goals, policies, procedures and internal controls. It helped evaluate business processes and and provided feedback on economy and efficiencies. Additionally, the Internal Audits section acted as the Caltrans' liaison with external agencies performing audit work on the Department.

The External Audits section assisted management with contract management compliance, project management, program management and fiscal management by auditing its consultants. In addition, it performed pre-award audits of consultants.

Meanwhile, the Investigation Section was responsible for performing administrative investigations requested by management, departmental staff and sources outside of Caltrans. The section provided an independent review of allegations and provided the facts to the Investigative Review Committee. The section further acted as the liaison for other agencies performing investigative work on the Department.

Civil Rights, with a staff of 86 and a budget of $9 million, worked to establish and maintain a work environment free from discrimination and to ensure that all departmental activities are conducted in a non-discriminatory manner.

During the last year, the Contract Compliance Unit received Federal Highway Administration approval for the Equal Employment Opportunity Contractor Compliance program.

The Small Business/Disabled Veteran Business Enterprise (DVBE) Services Unit worked to help the Department achieve DVBE participation of 4.65 percent and Small Business participation of 30.49 percent between July 1, 2002, and March 31, 2003. That exceeded the Department's goals by 1.65 percent and 5.4 percent, respectively.

The Caltrans Small Business Council continued to hold meetings on a quarterly basis, providing a forum for small business and trade associations.

The Business Enterprise Program submitted its "DBE Plan," "Goal and Methodology" and "Awards and Commitments" reports to the Federal Transit Authority.

Caltrans' Equal Employment Opportunity Program developed the "2002-03 Upward Mobility Information Guide" and "Employee Guide" on discrimination. The Discrimination Complaint Investigation Unit (DCIU) developed and distributed a new DCIU poster statewide and implemented a toll free complaint hotline.

The Americans with Disabilities Act program, along with the Sacramento Disability Advisory Committee and the Caltrans Disability Advisory Council, directed the Department of Rehabilitation in creating the "Disability Awareness Training for Trainers."

The Certification Unit eliminated its backlog of certification applications. A list of DBEs is available on the Internet, making it easier for them to participate in federal contracting.

The Caltrans Title VI Program conducted compliance reviews of all the Department's major project delivery programs. It also began reviews of Local Assistance and District Offices for Title VI education, training and compliance. During the year, the program delivered Title VI education and resources to the California Native American

Civil

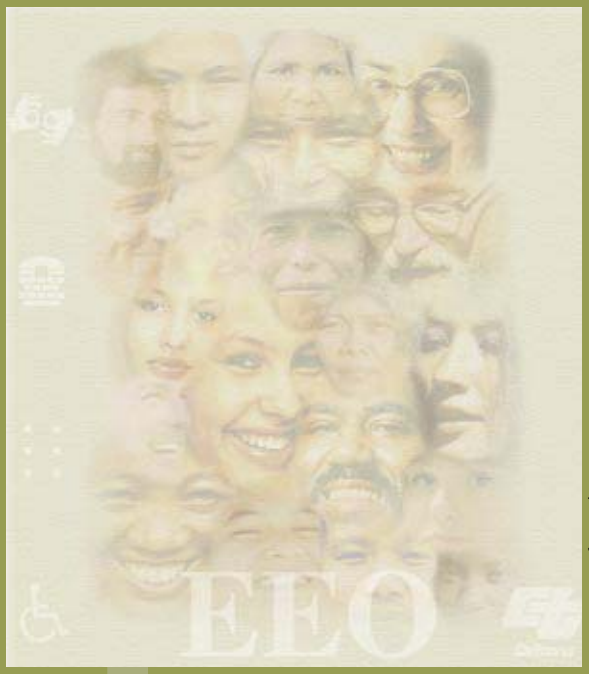
During the fiscal year, A&I:

- Completed more than 600 assignments.
- Completed audits of the Department's system of internal controls.
- Continued its role of coordinating the audit work of external organizations. The Division completes 15 to 20 external audit coordination assignments each year.
- Audited $16 million in construction claims to Caltrans.
- Participated in the Design/Build Task Force.
- Provided training to the consultant community.

A&I

community, translated the "Know Your Rights" brochures into 10 alternative languages and distributed the brochures statewide.

Civil Rights Supportive Services established a bond and loan guarantee program, to be launched on July 1, 2003, for small and disadvantaged businesses contracting on the San Francisco-Oakland Bay Bridge East Span. More than $1 million of federally assisted programs were provided through On-the-Job Pre-Apprenticeship training programs administered by Supportive Services, which provided men and women throughout the state with employable skills in the construction trades.



Graphic by Arthur Miller

Rights

External Affairs

External Affairs is responsible for delivering Caltrans' message to a variety of audiences including the Department's 23 000 employees, the public, the California Legislature, other state departments and the federal government.

With 32 positions and an operating budget of $1.7 million, External Affairs is divided into four units, Legislative Affairs, Federal Affairs, Public Affairs and Audio/Visual Communications.

The Legislative Affairs Office examines both state and federal issues. It prepares analyses of pending legislation, makes recommendations to the Governor on proposed legislation, and testifies before Senate and Assembly committees. Notable legislation last year included highway congestion monitoring, safety enhancement and double fine zones, aviation noise, personal assistive mobility devices, coordinated environmental review for passenger rail projects and stronger control over outdoor advertising.

The Federal Relations Office works with California's transportation stakeholders, the Business Transportation & Housing Agency and the Governor's staff to develop and communicate to Congress the state's principles for reauthorization of transportation funds. The office also tracks progress for federal legislation of significance to the state.

Director Jeff Morales presented the James E. Roberts Award to Brian Maroney; the Charles H. Purcell Award to Rick Knapp; and the Karl Moskowitz Award to Phil Jang.

The Public Affairs Office serves a wide variety of functions including handling media relations, developing internal and external communications, running media campaigns and overseeing the Department's awards program.

Public Affairs offers media training to managers and executives, issues media releases and responds to media inquiries. It also develops internal communications for the Department including the *CT News* and the *California Department of Transportation Journal*, and adminsters the media award-winning "Slow For The Cone Zone" worker safety campaign.

Public Affairs develops and ensures compliance with policies for publishing information on the Department's internet, intranet and extranet systems. It reviews and approves all new and substantially revised Web sites statewide. It monitors all Web sites for consistency, accuracy and timeliness of information in keeping with the Department's business objectives.

The office also serves as the Department's transportation awards coordination unit and oversees Caltrans-sponsored award programs such as Excellence in Transportation, Purcell, Roberts, Moskowitz, and the Emerson Rhyner awards, as well as numerous external organizations such as AASHTO's Public Affairs Skills Awards Program.

External Affairs won honors from the Federal Highway Administration (FHWA) and American Association of State Highway Transportation Officials (AASHTO). The AASHTO Excel Award went to District 3 for its campaign to paint the Sacramento Tower Bridge. The Department won the FHWA Excellence in Highway Design Award for the Martinez Railroad Station and the Interstate 15/40th Street Freeway project in San Diego.

In July 2002 the Office of Audio/Visual Communications transferred to External Affairs, offering audio/visual equipment loan services to Headquarters, and video production, photography and graphic design services statewide.

The office has won several awards for outstanding work and is an internal resource for professional, quality products.

External

information security

Information Security and Operational Recovery

Information Security and Operational Recovery (ISOR), which reports to the Director, provides full-time professional information security resources. It helps to reduce loss, misdirection or misuse of Caltrans information and information systems.

Its mission is to protect the Department's information assets by ensuring that safeguards are in place to ensure integrity, confidentiality and availability of the Department's information.

With its staff of five and a budget of $231 000 last year, ISOR had statewide responsibility for developing, implementing, enforcing and overseeing the Department's information security policies and standards, which include risk assessment, operational recovery, business continuity, security awareness, forensics and reduced threats to information systems. It also provided computer forensic services for administrative and investigative units, security information and programs, and expert witness services to the Legal program.

During the year, the Department reorganized ISOR to report directly to the Director's Office, and appointed a Chief Information Security Officer.

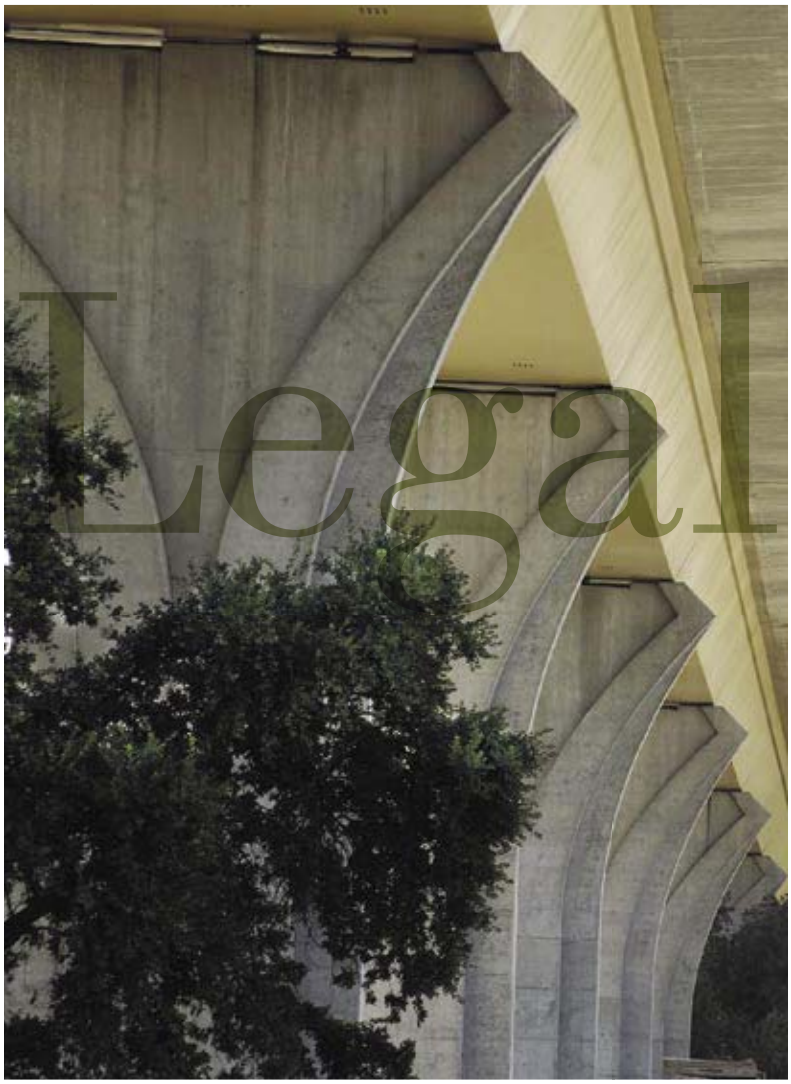
It also began designing an aggressive information security awareness training program for employees on Caltrans' security policies, procedures and issues. The training focuses on security, identification of realistic training options, products, processes and methods for evaluating the effectiveness of the overall training program.

The program will consist of four elements: Security Awareness Training (SAT) University, an ISOR Web site, a security newsletter and other communication media.

ISOR is also developing the Caltrans Statewide Business Continuity Plan, which covers the time from major security incident until a return to normal activity.

In addition, ISOR began developing the infrastructure to support ongoing security policies, providing network oversight and personal and appropriate network forensics. It provided consultation services for security issues and offered expert witness service to the Legal program.

Legal



The graceful, arching columns of the Caltrans Worker Memorial Bridge, which spans the Sacramento River.

Legal represents the Department of Transportation and the state in hundreds of lawsuits each year. In addition, it provides advice and assistance for the Department's management and staff in Headquarters and the districts.

Legal has a 260-member staff at offices in Sacramento, San Francisco, Los Angeles, and San Diego, and another 30 positions in district claims offices. Tort litigation involving incidents on the State Highway System and Department equipment and vehicles, along with employment law matters (such as discrimination, wrongful termination and employee discipline), constitute the Division's principal workload. The base budget is $62 million, and includes $37 million for tort claims.

Legal had a successful year. About 270 tort cases were resolved representing $1.3 billion in claims. The state won about two-thirds (175) of these cases outright, resulting in no payment. The remaining cases resulted in payouts from jury verdicts or settlements totaling about $37 million, or about four percent of the amount that plaintiffs sought.

The Legal unit's risk management program continued to help eliminate roadway conditions that give rise to lawsuits.

In addition to the tort program, Legal provides multiple legal services for the Department, much of which is directly related to project delivery. The base budget for this work is $13 million. The litigation portion of this work included resolving 29 construction claims arbitrations, 112 eminent domain lawsuits, 15 environmental compliance lawsuits, 17 damage to property (inverse condemnation) lawsuits, 40 stop notices actions, 10 unlawful detainer actions and 19 employment law cases.

Legal also provides other services for the Department. Legal reviewed approximately 1600 contracts and other documents during the year related to various aspects of project delivery. Legal continued to assist in the review of project development, right-of-way, environmental clearance, permit and funding documents. During the budgetary challenges of the last year, Legal also served a critical role in developing creative approaches to secure adequate funding.

Organization Chart